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The Impact of Digital Entrepreneurship on High Performance at Zain Jordan Telecom Company

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Abstract

Study design/ methodology: This study aimed to investigate the impact of digital entrepreneurship on high performance in the Jordanian Zain Telecom Company. The study was conducted on a sample of managers consisting of (104) managers from all administrative levels in the company, data were collected from them through the electronic questionnaire, the researcher adopted the descriptive analytical method in the study. The study identified five dimensions to represent digital entrepreneurship, namely: digital leadership, digital knowledge, digital finance, digital culture and digital innovation, while four dimensions were identified to represent high performance: continuous improvement, quality of the workforce, teamwork and flexible work system.

Findings: The results of this study indicated that there are high levels of interest for the company's management in the dimensions of digital entrepreneurship and the dimensions of high performance, and that there is a significant impact of digital entrepreneurship on high performance, and that all dimensions of digital entrepreneurship have a significant impact on high performance. The study presented a set of recommendations, including the company's continued interest in interacting with its external environment to keep abreast of the changes and developments surrounding it, whether in terms of technology or management, and following up on everything new in the world of business and digital leadership, focusing on teamwork to preserve its intellectual capital and striving for employee satisfaction. And follow multiple strategies, such as the special rewards strategy that raises and enhances their performance.

Keywords: Digital Entrepreneurship, High Performance, Zain Telecom Company, Jordan.

Introduction

The challenges and developments that organizations are going through today in the era of globalization have imposed intense competition, environmental and technological change, and the increased interest of organizations in growth, gaining and maintaining customers to achieve competitive advantage. A new reality to catch up with this development, which led to the emergence of a modern approach in the field of management of great importance in the future of organizations, which is the concept of high performance, which is one of the modern and contemporary management concepts that have received a great level of

attention by organizations, because it is closely related to the success and leadership of organizations current, which reflects the behavior of its employees.

One of the digital transformations that have emerged in the age of technology today is digital entrepreneurship, which represents a radical rethinking of how the organization uses technology, people and processes in a technical way in pioneering its projects with the aim of radically changing business performance and achieving high performance and different from the traditional ways of organizations through digital leadership and knowledge digital, digital culture, digital finance and digital innovations, as they are an essential pillar of economic growth, job creation and innovation by many organizations, and in order for organizations to achieve high performance, they need to possess the tools, methods and capabilities that enable them to achieve these goals through continuous business improvement and selection of workforce high quality, teamwork practice and flexible work systems.

Telecom companies today are looking for survival, growth and continuity, and one of those companies is Zain Jordan Telecom, which in turn has contributed to achieving success, excellence and leadership in the highly competitive contemporary business environment.

Based on the foregoing, this study came to identify the impact of digital entrepreneurship on high performance in Zain Jordan Telecom company as one of the Jordanian telecom companies.

Study Problem and Questions

The problem of the study was represented in the pursuit of Zain Jordan Telecom to achieve high performance based on digital entrepreneurship, where high performance has emerged as one of the most important contemporary administrative topics, especially in recent years with the intensity of severe competition between organizations in business environments, and therefore the success and excellence of organizations in the work environment highly competitive and disruptive depends mainly on continuous improvement, quality workforce, teamwork, and flexible work systems which are the main pillars of high performance.

Based on the foregoing, the focus of this study will be on the concept of high performance for Zain Jordan Telecom, relying on digital entrepreneurship and determining the role that digital entrepreneurship can play in high performance. Accordingly, the problem was identified through the following questions:

- What is the impact of digital entrepreneurship on high performance in Zain Jordan?
- What is the importance of digital entrepreneurship in Zain Jordan?
- What is the importance of high performance in Zain Jordan?

Study Importance

Scientific Importance: The importance of the study stems from the importance of the variables that will be addressed, namely (digital entrepreneurship and high performance), as digital entrepreneurship is considered one of the modern concepts in the business environment, due to its importance in helping organizations achieve entrepreneurship, especially in the age of digitization, important and modern administrative topics in the field of business through which organizations seek to achieve their goals. By looking at previous studies, the researcher noticed the lack of studies linking the variables, as studies in this field still need more from the researcher's point of view, so the researcher hopes that this study will be a qualitative addition that works to enrich knowledge in the field of its main variables,

which are (digital entrepreneurship and high performance) and contribute to filling some shortcomings in the Arabic library on these concepts, especially digital leadership.

-Applied Importance: The importance of this theoretical study for the telecommunications sector in general, and Zain Jordan in particular, and its services, which will be reflected positively in improving the quality of the service provided to them, as Zain Jordan Telecom is considered a vital tributary to the Jordanian economy, and its level of success is linked to the level of customer satisfaction.

Study Objectives

This study mainly aimed to determine the impact of digital entrepreneurship in its dimensions (digital leadership, digital knowledge, digital finance, digital culture, and digital innovations) on high performance in its dimensions (continuous improvement, quality of the workforce, teamwork, flexible work systems), as well as achieving a set of the following objectives:

1. Recognize the importance of digital entrepreneurship (digital leadership, digital knowledge, digital finance, digital culture, and digital innovations) in Zain Jordan Telecom.
2. Realizing the importance of high performance (continuous improvement, workforce quality, teamwork, flexible work systems) in Zain Jordan Telecom.
3. Identifying the impact of digital entrepreneurship on high performance in Zain Jordan Telecom Company.

Theoretical Framework

Digital Entrepreneurship

Entrepreneurship is considered one of the important and promising fields in the economies of advanced industrial countries and developing countries alike, pioneering projects make an effective contribution to the development of comprehensive economic development in all countries. These projects are also considered the first nucleus in building small and large business organizations (Al-Najjar & Al-Ali, 2019, 27).

Today, the world is witnessing successive developments in the world of investment one of its drivers was entrepreneurs, which was clearly reflected in the trend towards entrepreneurship and its various applications in various fields, entrepreneurship is defined as the activity that focuses on establishing a new business project, and provides added economic effectiveness by managing resources efficiently and effectively, to introduce something new or create a new economic and administrative activity (Al-Shamimary & Al-Mubarik, 2019, 25).

Digital entrepreneurship is a subcategory of entrepreneurship in which some or all of what might be physical in traditional environments is digitized based on the use of digital media and technologies (Davidson & Vaast, 2010), or is the creation of new ventures and the transformation of existing businesses through the development of new digital technologies or trying new technologies (Zhao & Collier, 2016).

Digital entrepreneurship includes all new ventures and transformation of existing businesses that drive economic and social value through the creation and use of new digital technologies new business, refining business intelligence and interacting with customers and stakeholders, they create jobs and growth opportunities for the future (Zhao & Collier, 2016).

Digital Leadership

Al-Alaq (2020, 14) defined leadership as the process by which the behavior of others, whether individuals or groups, is influenced to achieve common and desired goals. Digital leadership

is defined as the process of influencing people to change their attitude, intent, and behavior, leaders and entrepreneurs need to possess a degree of technological awareness that allows them to identify new technologies that transform and shape their business model and that allow them to do something new or do things differently (Shehadeh, 2022).

Keuper et al (2018, 28) see there is no standard definition of digital leadership yet, but the digital leader or the skills that make up digital leadership can be defined as an active participation in shaping the organization's digital transformation, experience and willingness to learn on digital technologies, and adapt and react flexibly to new situations, openness to new things and interest in technology and innovations and dealing with knowledge and information transparently and know-how managers do not have to know everything, but they have the ability to bring the necessary knowledge to the team.

Digital leadership as an essential component of digital leadership focuses on digital information security and improving the electronic climate in digital entrepreneurial industries, as it has the efficiency in providing digital solutions to the problems of organizations by promoting the use of electronic inspirational leadership components that include leadership that depends on the electronic network to link the components of digital leadership exchanging information and creating a state of electronic synergy between the entrepreneur, the community and the market, and investing resources, enabling them to link all of them in a virtual environment that relies on communication networks to achieve balance in a way that enables the delivery of vision, building a state of loyalty and enhancing the ability to plan, organize, direct and control electronically, with the aim of raising the quality of performance, cost reduction, and increased accuracy (Li et al., 2016).

Digital Knowledge

Knowledge is one of the most important main resources in any contemporary organization, and the process of applying existing knowledge leads to the generation of new knowledge. Al-Nasser and Abdel-Razzaq (2020, 19-20) are known as it can be collected several times to obtain new knowledge and values, information and expert opinions that provide a framework for evaluating and embedding new experiences and information, which lie in the minds of individuals, rules, procedures, processes, organizational practices, repositories and documents.

Ngoasong (2018) sees that digital knowledge is the acquisition of knowledge through a combination of information technology systems and networks and the exchange of knowledge and experiences through networks to form a knowledge database that enhances the value of entrepreneurial work, through which knowledge can be identified, acquired and generated digitally.

This can be achieved through knowledge management applications and building a knowledge management strategy to identify the elements of digital culture for digital leadership, define the default organizational structure for digital knowledge management and lead digital knowledge management, artificial intelligence, enabling the integration of its operations to ensure the management of digital knowledge (Nambisan et al., 2017).

Digital Finance

The financing process is the backbone of any organization that seeks to achieve its operational and strategic goals, achieve growth and maximize market value, by injecting the necessary funds into various channels by providing the necessary cash flow (Sheikha, 2021, 12-14).

With the tremendous technical development of technology in the age of digitization, our financial system is undergoing a massive transformation, the current infrastructure includes complex networks of services, exchanges, and institutions that aim to provide an effective and stable link between market participants, and large organizations, whether central banks or brokerages, control multinational or financial intermediaries are at the gates through which money flows around the world, and the so-called blockchain technology has emerged, which is the solution to lead the next generation of financial market infrastructure, as Blockchain technology solves the problem of how to transfer value and information in entrepreneurial projects without the need for dependence on a third party, and networking between entrepreneurs and economic sectors through social networks, and auditable payment system has been established that does not require intermediaries (Baxter, 2020, 19).

Digital Culture

Al-Khafaji (2019, 187) believes that the culture of the organization is one of the behavioral manifestations that guide the decisions of the organization and its members, which reflects the emergence of the organization and its development and the various operations and activities it contains, which help it respond to contemporary challenges in today's business environment, which explain the organization's behavior, leadership, and management And its teams, groups, managers and dealers with other interests.

Gareth (2013, 31) defines culture as the set of shared values and standards that govern the interaction of members of an organization with each other, with suppliers, customers, and other people outside the organization. Digital culture is defined as the technological knowledge and skills that enable workers to access information bases and digital libraries via the Internet, and the ability to use modern ICT sources to retrieve, store and benefit from information (Abdul Qadir, 2019).

Digital Innovations

Innovation is an important and effective element in the entrepreneurial approach and an essential component of the leadership strategy, and successful and distinctive innovation leads the organization to offer distinctive products in the markets in order to achieve distinction from competitors who constantly seek to imitate innovation, so vigilance and proactiveness is a basic requirement for it, and it is one of the basic characteristics of organizations which seeks to achieve innovation through an entrepreneurial strategy (Abuya, 2016).

Innovation defined as the process of adding value and a degree of novelty and development to the products offered by the organization in a way that enhances its competitive position (Proctor, 2014). Jianmin and Li (2020) define digital innovation as the adoption of new technology that is incorporated into processes or products, which can achieve long-term success in the marketplace by achieving highly competitive advantages.

Innovation is related to the exploitation of ideas through products or services, which depend on creativity and imagination to reach success, and a digital entrepreneur is someone who has the talent, skill and determination to create and lead a business whose risks extend across people, technology, systems, market and economic situation to create added value (Whittington, 2018, 24).

High Performance

The concept of high performance is one of the most important administrative issues within the organization, because the success of the organization is linked to its efficiency and effectiveness, and performance is the main axis around which managers' efforts are focused to achieve the goals of the organization (Amer & Al-Joufi, 2021).

De Waal (2012) sees high performance organizations as organizations that have an external orientation that surpasses traditional organizations and works continuously to improve the value provided to their customers a good and flexible system of incentives and rewards, as it always seeks to attract talented individuals and enjoys a high culture that encourages individuals to commit and be loyal to it, and the leadership of these organizations is characterized by integrity and works to create trust among working individuals.

Organizations seek to achieve high performance by knowing what they want to achieve and knowing their strengths and benefiting from them, and providing the appropriate environment to work to motivate their employees to obtain the desired performance, in addition to developing their skills and knowledge in their field of work and more in management and leadership to become more effective and able to take the right decisions, as there is no single technique to achieve business excellence (Bourne & Bourne, 2015, 7). For the success of organizations, they have to learn and adapt quickly to changing their environment, especially in light of intense competition, where their survival and distinction depends on their ability to learn and meet current market requirements (Pandey, 2021).

Continuous Improvement

Continuous improvement is one of the core concepts in modern management thought, and it is the backbone of total quality management through which organizations seek to ensure their survival and existence, by adapting to the surrounding changes, whether internal or external, which is a process that takes place gradually in the form of small steps, carefully studied, well and continuously, managers and workers are committed to the aspects related to the quality, cost and time of the product or service and find the necessary ways to reduce costs (Ali, 2021).

The principle of continuous improvement can only be achieved by institutionalizing quality care, where quality becomes part of daily decisions, it is involved in decision-making, resource distribution, personnel policies, and operational systems. High enables them to raise their performance continuously without stopping (Al-Hosh, 2018, 61).

Quality of the Workforce

Matkovicov and Szarkova (2019) see the many employers have realized that they have to create the best working conditions for their employees, and this applies not only to new employees who want to attract and hire them, but also for those who work for them for a longer period on the high-quality workforce in the organization, and this can only be through career development and providing the necessary training to attract and obtain the workforce, and maintain the skills and competencies of workers through developing and training them to adapt to the variables surrounding them, the use of information technology, and the replacement of traditional forms of education with procedures and modern methods based on electronic technologies, and all these factors are mainly reflected on the performance of employees and the performance of the organization.

Hiring the best employees is not enough to obtain a high-quality workforce, but the leading organizations must do their best in preserving the existing intellectual capital through

employee satisfaction and following multiple strategies such as the special rewards strategy that raises and enhances the performance of employees (KhareMr & Salvi, 2018).

Teamwork

There are many definitions of the concept of teamwork, teamwork is defined as groups that are created within the organizational structure to achieve a specific goal or task that requires coordination, interaction and integration among team members, team members are responsible for achieving goals, or it is a series of activities designed to improve the performance of the individual (Elias, 2019, 135-136).

Group work was classified according to researchers into three main types: coordination work that links activities with each other, cooperative work in which a group of individuals cooperates with each other to accomplish a specific task through coordination with other individuals, and participatory work through the participation of teams with each other some to achieve a common goal in which individuals interact, each according to his skills, experiences and knowledge (Matouki & Bin Zayan, 2020).

Flexible Work Systems

Contemporary organizations depend, in achieving their organizational mission and goals, on their human resources, skills and capabilities, which is the main element through which the organization seeks to achieve organizational excellence, as recent decades have witnessed multiple developments and changes to the nature of economic life and the nature of the work of organizations that in turn led to change the general concept about work, and flexible work systems have become one of the important strategies followed by many contemporary organizations that resort to using them in order to compete and survive in the business environment and achieve leadership in business, and the optimal use of human capital, and flexible work includes many arrangements, including remote work according to demand or working conditions, part-time work and compressed working hours, and accordingly these systems came to improve the performance of organizations and their orientation towards innovation and competitiveness (Al-Saati & Al-Awsa, 2020, 313).

Literature Review

In the study conducted by Al-Nesour and Khleifat (2020), which aimed to test the impact and the relationship between digital entrepreneurship as an independent variable and organizational performance as a dependent variable, through the application of digital entrepreneurship to high performance in industrial companies, the results of the study indicated a statistically significant effect of applying digital entrepreneurship in its dimensions in organizational performance measured by the balanced scorecard in industrial companies, and that digital knowledge management and digital business environment management have the greatest impact on organizational performance achieving the satisfaction of stakeholders, in addition to strengthening the capacity centers of research and development departments by the departments of industrial companies to obtain sufficient financial funding to improve the competitiveness of companies and customer satisfaction. As for the study of Awawda et al (2022), the study aimed to identify the impact of digital entrepreneurship on digital supply chains and the mediating role of business intelligence applications in this relationship, where digital entrepreneurship was measured through three dimensions and supply chains digital through four dimensions, and the most important results of the study were the presence of a significant impact of digital entrepreneurship through business intelligence applications as

an intermediary variable in digital supply chains, and recommended the need to enhance digital entrepreneurship by focusing on the overall view of the organization and its environment, whether the internal environment that focuses on strengths and weakness or the external environment that brings opportunities and challenges, as well as the need to take full advantage of the components of digital entrepreneurship such as directing digital creativity to study the internal and external environment and its impact on the surrounding external variables to face potential threats.

As for the study of Amer and Al-Joufi (2021), it aimed to know the perceived organizational support as an independent variable and its impact on high performance as a dependent variable, it is used by organizations and there is a statistically significant effect between perceived organizational support and its sub-dimensions and high performance, the study recommended the need to focus on perceived organizational support to reach high performance, and to apply the principle of organizational justice without bias and equally to attract distinguished competencies. As for the study of Naji and Al-Zubaidi (2020), it aimed to know the relationship between the practices of high inclusion management, the basis for creating leadership and high-performance work systems as a support tool for achieving strategic leadership, the practices of high inclusion management were measured through five dimensions, high-performance work systems through five dimensions, and the most important findings of the study are that the dimensions of high-performance work systems modify the relationship between the dimensions of high containment practices and strategic leadership in a statistically significant sense, in addition to the fact that the company relies on the bureaucratic method in management towards its workers, especially in the decision-making process, which is exclusively in the hands of senior management, which in turn does not give a measure of authority and independence to employees to make their own decisions, and the most important recommendations are the need to introduce high containment management practices and strengthen their programs in the company because of their positive impact in enhancing work behaviors in the company.

As for the study of Xu et al (2022) aimed to create a sustainable digital entrepreneurship model, which in turn depends on digital capability and digital innovation orientation to create social value, as the results of the study indicated that sustainable entrepreneurship can play an important role in leadership to achieve digital sustainability, and that there is a positive relationship between digital capability and digital entrepreneurship sustainable, and that digital capacity is positively related to the trend of digital innovation, and the study recommended that small and medium-sized companies and governments should find and provide advantages for the atmosphere that allows mixing digital capacity with sustainability and implementing a new type of digital technologies and flexible policies to meet social and environmental challenges, as well as the need for managers to realize digital sustainability is imperfect and in a dynamic evolution that needs to deal with various emerging problems through continuous digital innovation that can create social and environmental value. As for the study of Ziyu et al (2022), It aimed to know the impact of digital finance on innovation performance and to determine the mediating effect of government subsidies, and the results of the study indicated that digital finance has a significant promotional effect on the innovation performance of companies, and that government subsidies play a partial mediating role in the contribution of digital finance to the innovative performance of companies, the recommendations were the need to conduct more research that studies the relationship between digital finance and innovation performance in companies, because they are limited in number, especially with regard to the extent to which digital finance affects

innovation performance and the mechanisms for doing so, which can provide guidance for both government and companies.

Yaninee et al (2022) Study aimed to know the organizational strategic intuition for high performance and the role of dynamic capabilities based on knowledge and digital transformation, the results of the study indicated that the development of knowledge can support organizational strategic intuition for high performance and enhance dynamic capabilities by increasing the capabilities of knowledge management in all aspects of absorbing external knowledge and generating new knowledge, the study recommended the need to pay attention to organizational strategic intuition by executives or business owners to face external changes, as well as the need to focus on organizational strategic intuition as it serves as a compass to maintain business and transform crises into opportunities.

Zaman et al (2022) study aimed to know the impact of the high-performance work system on the performance of workers in light of the mediating role of workers' flexibility, the results of the study showed an important and positive correlation between the study variables based on their nature and contextual situations, and an important and positive correlation between a high-performance work system and workers' performance and flexibility, in addition to the high impact of the predictors on the variables of the standard, where the high-performance work system and the flexibility of workers have a high impact on the performance of workers.

Relationship between Digital Entrepreneurship and High Performance

Some previous studies indicated that there is a relationship between the variables of the study, which is digital entrepreneurship (the independent variable) and high performance (the dependent variable), where the study (Al-Nusour & Khalifat, 2020) showed that the technological revolution that organizations are exposed to today, whether in providing products or services, has led to transformation, digital in the form of digital entrepreneurship, especially in light of the challenges and conditions of local and global competition, through which it seeks to ensure its survival and the continuity of improving its performance, and this is only by raising performance levels, achieving customer satisfaction and building digital relationships, while (Nouri & Muhammad, 2022) explained that achieving organizations for high job performance that requires digital leadership represented in developing strategies for digital transformation and spreading digital culture in the organization. Awawda et al (2022) indicated that in order for organizations to continuously improve their performance, they must formulate their goals in a realistic and measurable manner within the concepts of innovation and excellence in accomplishing tasks, and that there is a significant impact of digital entrepreneurship on performance. As the study Al-Fares and Khaled (2022) indicated that there is a significant impact of digital entrepreneurship on performance, statistically significant effect of the level of relative importance of digital leadership in its three dimensions on the performance of employees. Al-Lafi and Al-Khashman (2019) explained that in order for organizations to achieve strategic success, they must implement high performance work systems through efficient selection, comprehensive training, fair compensation, development of self-monitoring, employee empowerment and the formation of work teams. According to Zhao and Collier (2016), digital entrepreneurship is the creation of new projects and the transformation of existing businesses through the development of new digital technologies or the experience of using new technologies with the aim of improving performance and operations and creating new business models that benefit customers and stakeholders.

Hypotheses

H1: There is an impact of digital entrepreneurship on high performance in Zain Jordan Telecom.

H2: There is an impact of digital leadership on high performance at Zain Jordan Telecom.

H3: There is an impact of digital knowledge on high performance in Zain Jordan Telecom.

H4: There is an impact of digital finance on the high performance of Zain Jordan Telecom.

H5: There is an impact of digital culture on high performance in Zain Jordan Telecom.

H6: There is an impact of digital innovations on high performance at Zain Jordan Telecom.

Method

Sample

The study population consisted of all directors at Zain Jordan Telecom, which are (130). The researcher used the comprehensive survey method for the study population. After distributing the questionnaire to the directors (104) valid questionnaires were retrieved for statistical analysis.

Study Instrument

In this study, the researcher used a questionnaire to collect data from Zain Jordan Telecom directors, while the questionnaire consisted of two parts as follows;

Part One: This part relates to the items that measure digital entrepreneurship (independent variable), and the items mentioned in the study (Al- Faris & Bani Khaled, 2022; Hariri, 2021; Khin & CH Ho, 2021; Al-Nusour & Khalifat, 2020; Juma'a, 2018).

Part Two: This part relates to items that measure high performance (dependent variable), and items mentioned in the study (Al-Hela et al., 2021; Al-Omari, 2022; Al-Lafi & Al-Khashman, 2019).

Results

Table 1 indicates the number of dimensions' items for each variable on this study and reliability coefficient of these items, it's all greater than the statistically acceptable percentage (0.70) (Sekaran & Bougie, 2010). The highest value in mean it was for digital innovations items with this value (4.41) and the lowest value in mean it was for flexible work system items with this value (4.07).

Table 1

Descriptive statistics and reliability

Variables	Items	Alpha	Mean	Std.
Digital Leadership	5	0.953	4.24	0.735
Digital Knowledge	5	0.939	4.25	0.575
Digital Finance	5	0.929	4.28	0.589
Digital Culture	5	0.912	4.36	0.531
Digital Innovations	5	0.985	4.41	0.689
Continuous Improvement	5	0.873	4.31	0.702
Quality of the Workforce	5	0.948	4.13	0.702
Teamwork	5	0.893	4.12	0.560
Flexible Work System	5	0.859	4.07	0.599

Ho1: There is no significant impact of digital entrepreneurship on high performance in Zain Jordan Telecom.

Table 2 indicates the results of the multiple regression analysis of the impact of digital entrepreneurship on high performance in Zain Telecom Company. It is clear from the results that there is a significant effect of digital entrepreneurship on high performance, as the value of R2 reached (0.74), and this indicates that the variation in high performance is due to digital entrepreneurship by (74%), and the value of F (56.75) with a significance level (0.00).

With regard to the impact of entrepreneurship dimensions on high performance, it was found that all dimensions had a significant impact with a significance level of (0.00). This result indicates that the null hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital entrepreneurship on high performance.

Table 2

Impact of digital entrepreneurship on high performance in Zain Jordan Telecom

Variables	B	Beta	T	Sig.
Digital Leadership	-0.38	-0.54	-5.30	0.00
Digital Knowledge	0.59	0.66	4.91	0.00
Digital Finance	0.86	0.99	6.40	0.00
Digital Culture	0.80	0.83	-5.49	0.00
Digital Innovations	0.34	0.46	2.87	0.00
R2=0.74	F=56.75	Sig=0.00		

Ho2: There is no significant impact of digital leadership on high performance in Zain Jordan Telecom.

Table 3 indicates the results of a simple regression analysis of the impact of digital leadership on high performance at Zain Telecom Company. It is clear from the results that there is a significant effect of digital leadership on high performance, as the value of R2 reached (0.25), and this indicates that the variation in high performance is due to digital leadership by (25%), and the value of F (33.49) with a level of significance (0.00). This result indicates that the null hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital leadership on high performance.

Table 3

Impact of digital leadership on high performance in Zain Jordan Telecom

Variable	R2	B	F	Sig.
Digital Leadership	0.25	0.35	33.49	0.00

Ho3: There is no significant impact of digital knowledge on high performance in Zain Jordan Telecom

Table 4 indicates the results of a simple regression analysis of the impact of digital knowledge on high performance in Zain Telecom Company. It is clear from the results that there is a significant effect of digital knowledge on high performance, as the value of R2 reached (0.43), and this indicates that the variance in high performance is due to digital knowledge by (43%), and the value of F (77.65) with a level of significance (0.00). This result indicates that the null

hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital knowledge on high performance.

Table 4

Impact of digital knowledge on high performance in Zain Jordan Telecom

Variable	R2	B	F	Sig.
Digital Knowledge	0.43	0.59	77.65	0.00

Ho4: There is no significant impact of digital finance on high performance in Zain Jordan Telecom

Table 5 indicates the results of a simple regression analysis of the impact of digital finance on high performance in Zain Telecom Company. It is clear from the results that there is a significant effect of digital finance on high performance, as the value of R2 reached (0.60), and this indicates that the variation in high performance is due to digital finance by (60%), and the value of F (149.65) with a significance level (0.00). This result indicates that the null hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital finance on high performance.

Table 5

Impact of digital finance on high performance in Zain Jordan Telecom

Variables	R2	B	F	Sig.
Digital Finance	0.60	0.67	149.65	0.00

Ho5: There is no significant impact of digital culture on high performance in Zain Jordan Telecom.

Table 6 indicates the results of a simple regression analysis of the impact of digital culture on high performance in Zain Telecom Company. It is clear from the results that there is a significant effect of digital culture on high performance, as the value of R2 reached (0.43), and this indicates that the variance in high performance is due to digital culture by (43%), and the value of F (75.67) with a level of significance (0.00). This result indicates that the null hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital culture on high performance.

Table 6

Impact of digital culture on high performance in Zain Jordan Telecom

Variables	R2	B	F	Sig.
Digital Culture	0.43	0.63	75.67	0.00

Ho6: There is no significant impact of digital innovation on high performance in Zain Jordan Telecom

Table 7 indicates the results of a simple regression analysis of the impact of digital innovation on high performance in Zain Telecom Company. It is clear from the results that there is a significant effect of digital innovation on high performance, as the value of R2 reached (0.62), and this indicates that the variance in high performance is due to digital innovation by (62%), and the value of F (164.25) with a level of significance (0.00). This result indicates that the null

hypothesis is not accepted and the alternative hypothesis is accepted, which states that there is an effect of digital innovation on high performance.

Table 7

Impact of digital innovation on high performance in Zain Jordan Telecom

Variables	R2	B	F	Sig.
Digital Innovations	0.62	0.58	164.25	0.00

Discussion

This study focused on knowing the impact of digital entrepreneurship on high performance in Zain Jordan Telecom Company. After the researcher reviewed many previous studies on the study variables and collected the necessary data and analyzed it, it was found that there are high levels of Zain interest in the dimensions of the study variables, as the company's management pays appropriate attention to the dimensions of digital entrepreneurship (digital leadership, digital knowledge, digital finance, digital culture, digital innovations), there is also a high interest in the dimensions of high performance from the management of Zain, as the company seeks to make continuous improvements in all areas of its work and adapt to the changes surrounding it, whether internal or external, as the company's ability to achieve high performance depends on its ability on its continuity by introducing continuous improvements, maintaining the skills and competencies of workers by developing and training them to adapt to the variables surrounding them, using information technology, replacing traditional forms of education with modern procedures and methods based on electronic technologies, in addition to following the method of teamwork to achieve goals and tasks that require coordination, interaction and integration between team members, and finally following the flexible work systems that are considered one of the best Important strategies in contemporary organizations that resort to use in order to compete and survive in the business environment and achieve leadership.

The results of this study indicated that there is a significant impact of digital entrepreneurship on high performance, through the leaders' possession of a degree of technological awareness that allows them to identify new technologies that form their business model and that have the ability to influence employees in order to change their attitudes and behaviors, and that there is a significant effect of digital knowledge in high performance, as the company is interested in acquiring digital knowledge by mixing knowledge technology systems and experiences to build a knowledge database, build a strategy for digital knowledge management, and provide a supportive environment for the application of knowledge management. There is a significant impact of digital finance on high performance, Zain Jordan seeks to achieve growth and maximize market value by building complex networks of digital financial services and conducting exchanges between other sectors, which aims to provide an effective and stable link between market participants, also there is a significant impact of digital culture on high performance, as the company seeks to disseminate technological knowledge and skills that enable workers to access information bases and digital libraries via the Internet and the ability to use modern information and communication technology resources to retrieve, store and benefit from information, finally, there is a significant impact of digital innovations on high performance. Zain Jordan adopts new technology that is integrated into the operations and services provided, as well as exploiting ideas that rely on creativity and imagination to reach long-term success.

Recommendations

1. The need for Zain's management to continue to be interested in interacting with its external environment in order to keep abreast of the changes and developments surrounding it, whether in terms of technology or management, and to follow up on everything new in the world of business and digital leadership.
2. Increasing the company's endeavor to recruit and retain high-quality manpower, through career development and providing the necessary training to attract and obtain manpower, preserving the skills and competencies of workers and training them to adapt to the changes surrounding them, and the use of information technology.
3. Increasing the company's endeavor to develop its services and provide new innovative services, and to benefit from human cadres to provide creative ideas in the form of digital services that compete with other companies.
4. Increasing the administration's focus on digital finance in accordance with the requirements of the environment to keep pace with surrounding changes.
5. Focusing on teamwork to preserve the existing intellectual capital, striving for employee satisfaction, and adopting multiple strategies such as the special rewards strategy that raises and enhances employee performance.
6. Increasing focus on flexible work systems because of their role in achieving leadership in business, improving performance, and moving towards innovation and competitiveness.

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