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# The impact of green entrepreneurship on the organizational structure of projects in Jordan

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**Abstract**---This study aims to demonstrate the impact of environmental leadership (initiative, risk tolerance, proactive innovation) on the organizational structure of mining projects. The study community is a mining enterprise in Jordan. The study sample consisted of project managers, quality managers and human resources managers. The descriptive analytical approach has been followed. The study sample was taken randomly, and the study sample was calculated by Stephen Thompson's formula and numbered 109 singles. The researcher relied on the development of a questionnaire by a group of specialists and experts and its distribution by the study community sample. The results were analyzed and the hypotheses of the study were tested using the SPSS program. Most notably, there is a statistically significant impact of green entrepreneurship on the organizational structure of enterprises, and the impact has been positive. The more green entrepreneurship%1, the greater the enterprise structure, the more 0.823%. The study recommended that senior management of mining projects should be encouraged to develop their organizational structures by adopting environmental leadership strategies, focusing on the continuous improvement of capacities for mining projects in Jordan and introducing innovative, environmentally friendly practices.

**Keywords**---Environmental Entrepreneurship, Organizational structure of projects, Mining enterprises in Jordan.

## Introduction

As the natural resources and ecological systems have a finite carrying capacity (Johnston et al., 2007) and economic activities lie at the root of numerous environmental scarcities (Littig and Griessler, 2005; Hörisch et al., 2017), the focus of sustainable development is shifting towards the one pillar approach, which prioritizes the ecological dimension as basis of life for the future generations (Littig and Griessler, 2005). There is a wide body of literature which

asserts the role of entrepreneurs in setting a balance between environmental and economic goals (Morris, 1999; Demirel et al., 2017). Thus, green entrepreneurship is gaining momentum as a vital domain in the field of entrepreneurship research (Koe and Majid, 2014; Jones and Gettlinger, 2016; Dale, 2018).

Zhang et al., 2021 have looked into the link between environmental management and business performance, but no clear conclusion has been reached. They divide environmental management into two dimensions: environmental management breadth and environmental management depth, and explores the above issues based on the number of environmental management practices implemented by firms and the degree of integration of environmental management with other functions.

Jordan provides an excellent case study of how the Middle East is leading the move toward organizations as an alternative to treaties and archaic environmental regulation systems. Jordan is an ideal candidate for an example of a small-scale application of the idea that the balance of power between states and non-governmental institutions is shifting, as a student of environmental cooperation and international environmental regimes (Wolf., 2012). The expanding number of environmental groups, particularly in the last ten years, attests to Jordan's rapidly multiplying environmental concerns as its population grows (Al-Baz, 2021). The mining enterprises in Jordan have been forced to implement environmentally friendly methods in order to comply with the new environmental requirements. In order to maintain and enhance their presentation and modest benefit, they have had to recover their ecological image and marking too.

For years, corporations have used "becoming green" to combat environmental concerns (Ball and Kittler, 2017; Banerjee and Dutta, 2017; ). Growing interest and debate have centered on green capabilities and practices for more than two decades. Mining enterprises in Jordan must take into account the chief motorists and backgrounds in their firm in order to allow the acceptance of green novelties. These include consumer concerns, mining enterprise in Jordan owner preferences, supplier capabilities, government requirements, and technical, organizational, and environmental factors that influence green operations (Khan, 2015).

Many factors must be considered while establishing an organizational structure for a project, including the project's physical limits, market conditions, procurement time, and so on. All of these aspects will influence the context in which decisions are made, the organizational structure, project managers' decision-making abilities, and, most importantly, the project's future (San Cristóbal et al., 2018). Organizational structures define physical and operational decision-making boundaries, and they can also minimize or increase complexity depending on how relationships are defined, duties, authority, and tasks are distributed. Technical, social, cultural, and administrative considerations must all be balanced in the distribution of roles and responsibilities within the project organizational structure (MacAskill and Guthrie, 2017).

Project organizations have been treated as a separate subject by the Project Management Institute (Project Management Institute, & American National Standards Institute, 2008). When it comes to project architecture and

organizational structures, Maylor et al., (2006) take a project management approach. When routines, procedures, standardization work patterns, and formal hierarchies are accepted and developed in large scale projects, Whittington et al., (2004) refer to this as the reutilization and standardization trap. The merits and disadvantages of situating a project within a functional department, as a separate, independent project, or within a matrix or hybrid organization are discussed by Turner et al., (1999). According to Hodgson (2004), project-based organizations may end up being more bureaucratic than the bureaucracies they are supposed to replace.

The main stream of organizational mining research has implemented to the formulation of different event-based metrics (e.g., work handover, subcontracting, working together, and joint activities) in order to yield deep relationships between resources and reflect these resources as a social network (Appice, 2018; Ferreira and Alves, 2011). Furthermore, it used a clustering formulation for organizational structure discovery issues and classic clustering approaches to aggregate similar resources into clusters. In recent years, the notion of using sociography to organizational mining has gained a little following. Saravanan and Rama Sree (2011), for instance, developed a social network depiction of an emerald dyeing unit's worker work load process. They built several social networks based on variables such as work handover, collaboration, and collaborative activities, among others. Sunindyo et al. (2010) built social networks in the context of industrial automation system engineering by looking for ties between machines that do similar jobs, as well as relationships between machines that collaborate to manufacture certain goods.

## **1. Research aim**

The current study aims to develop a conceptual model for stakeholder interactions and performance in green innovation. Moreover, it makes a significant contribution to organizational mining research by being the first to use an overlapping community detection technique to identify and comprehend the dynamic organizational structure of a business process across time. This business process organizational analysis has a wide range of applications, including resource assignment and scheduling, skill management, and organizational design.

## **2. Research problem and questions**

Previous research has revealed some indication of the effect of numerous variables on green performance, but there has only been a trickle of methodical and detailed assessments done on the backgrounds; therefore, a comprehensive view of the effect of each "stakeholder" in an organization on developing green innovation skills and practices is required (Li et al., 2020). Green innovation techniques are a prominent topic among business leaders. Client wishes or government constraints, then, are the primary drivers of green development. How should corporations address the interests of many stakeholders?

Furthermore, the organizational structure lacks a suitable particular environmental unit or sector, and environmental leadership has come to enhance

organizational structures in projects by employing environmental leadership tactics to build roles in the structure. It's also worth mentioning that much of the earlier research has concentrated on manufacturing or a certain industry sector (Stehrer et al., 2014; Da Silva, 2009). A general approach would be useful when it comes to green innovation in the industrial and service industries. In the current study, the stakeholder theory was applied to structure our research, and it proved to be fairly beneficial. Based on the stakeholder theory, it was possible to obtain an overall image of a given organization and investigate the impact of each "stakeholder" on the implementation of maintainable performance. "Freeman's perspective on stakeholders" was used to classify them as internal clients, dealers, and workforces, as well as external third parties, competitors, and the administration. When it comes to responding to stakeholder pressure and behavior, businesses must devise a comprehensive strategy that takes into account the supply and demand of various stakeholder groups.

### **3. Literature Review**

#### **4.1: Environmental entrepreneurship**

Environmental entrepreneurship is considered one of the main sources of economic development in the economies of advanced industrial countries and developing countries alike, which works to enhance economic competitiveness in all sectors (Qazi et al, 221). Entrepreneurship as a science seeks to advance all industrial sectors, especially the mining sector, if it actively contributes to the comprehensive development at the individual level of the entrepreneurial people, in terms of securing appropriate financial income and self-realization, and at the societal level, it was able to achieve an economic renaissance such as contributing to securing job opportunities and building new projects in the business market, reduce unemployment; Which inevitably leads to the opening of new foreign markets, (Soomro et al, 2021). Pioneering projects are considered the basic building block in developing different sectors and creating new aspects of economic development that contribute to the entry of countries into the world of productivity and keep pace with the global competitive environment in all local and global markets. Working individuals have become in need of discovering the talents and capabilities that organizations expect; In order to bring about a revolutionary change in its field of business by enhancing the compatibility between the characteristics of the organization and the characteristics of the entrepreneurs working for it, (Ali, 2021).

##### **4.1.1: The concept of environmental entrepreneurship**

Economic theory is the main source for the science of entrepreneurship, as the theory of "oligopoly" was the cognitive basis that formed the basis for environmental entrepreneurship, (Haldar, 2019). Where it was considered mainly about the role of the entrepreneur who works on estimating and calculating quantities and prices for various products and services until Karl Marx came and developed this concept towards the modern concept of entrepreneurship, (Liargovas et al, 2017).

The term “entrepreneurship” as an applied concept has been associated with the French economy since the middle of the seventeenth century AD, and was associated with the person who initiates the creation of a new project for a good or service with a new mix that includes risk (Vatansever and Arun, 2016). The French word (Entrepreneur) means the entrepreneur, who is the enterprising individual who manages an important project and activity called (undertakes) and achieves economic progress by finding new ways of production and doing business in a better way. That person who organizes and manages business risks in a creative and innovative way, and entrepreneurs manage the business in new and unfamiliar ways, tools and means, and achieve a financial return in a faster and greater way (Gibbs and O'Neill, 2012).

Environmental leadership has become a vital means of developing and improving the competitiveness of projects; To continue to research and develop and exploit opportunities; In order to find a new situation for it that enables it to excel in its business sector with other organizations; Which contributes to survival in the environment of local and global competition by creating new opportunities, or developing current opportunities in light of the globalization of money and business, where entrepreneurship has become an essential element in microeconomics or the so-called microeconomics, (Gliedt and Parker, 2014). Drucker defined environmental entrepreneurship as “the art of devising ways to transform existing resources with new productive capabilities,” and the pioneers group defined it as “innovative thinking and the process that aims to develop economic activities through a mixture of risks and innovation under the efficient management of an existing or new organization” (Haldar, 2019). ).

#### **4.1.3: The concept of entrepreneurship consists of four dimensions:**

1. Proactive: is choosing the right time; To reach solutions to problems before others or the organization's efforts to discover new opportunities that fit the expectations of future customers. Entrepreneurs enjoy an entrepreneurial and proactive spirit by focusing their eyes on the future, and searching for new possibilities and opportunities that achieve the growth of the organization through a wide variety of activities that enable them to Discovering appropriate opportunities to invest them (Qazi et al, 221).
2. Accept risk: It is the eager desire to find solutions to problems while taking full responsibility for success and failure. It is an integral part of the work of entrepreneurs and entrepreneurial organizations. The risks are the results of decisions taken or risks resulting from multiple natural phenomena. The process of accepting risk occurs when knowledge about a problem is available. But it is not sufficient, and it reflects the practice of risky activities that are linked to the speed of making strategic investment decisions and the returns that can be obtained (Soomro et al, 2021).
3. Attracting Green Entrepreneurship: It is the process of creating the appropriate conditions for the available environmental entrepreneurial opportunities and creating a work environment in which the available opportunity can be invested. The work environment consists of senior management that supports investment in environmental entrepreneurial opportunities, and highly

qualified green human resources that have the capabilities, capabilities and skills to transform this opportunity Available from an idea to products and services, and a safe work environment that encourages environmental leadership in projects, (Verma et al, 2021).

4. Innovation: They are innovative, creative and exceptional solutions to problems that lead to the provision of new products or services with a new mix to meet the needs. Where creativity has become the focus of many researchers' attention, the discovery of new ways makes organizations more vital and able to grow in the competitive environment, (Ali, 2021).

A distinction has been made between innovation and creativity. Innovation is the generation of new ideas and the discovery of new things. Invention represents the translation of innovative ideas into tangible things. Creativity is when innovative ideas are implemented. That is, it is the translation of ideas and inventions into an economic field reality, and innovation is the starting point for new opportunities, while creativity is the ability to implement these ideas, and leadership is the driving force; To obtain the results of this idea, (Liargovas et al, 2017).

#### 4.2: Organizational Structure of Mining Projects:

The organizational structure of mining projects is one of the tools that major mining organizations use to achieve their goals, through which the project manager and his team work (Galván, 2019). Modern management science has dealt with the organization of projects with great interest because of its great importance in achieving the objectives at the lowest cost, highest quality and the least time period. In the requirements of customers and in line with the technological development in mining organizations, which made the traditional organizational structures unable to meet the modern requirements of customers and the senior management has become in dire need for innovative organizational forms for mining projects that effectively contribute to the continuation of competitive markets (Moon et al, 2021).

The organizational structure of appointment projects is defined as the method used to link the internal structure of the project to the organizational structure of the parent organization. The projects are of an industrial, agricultural or service nature and need a linking method with the parent organization to facilitate the management of its operations. The organization process contributes to determining the nature of the responsibilities, powers, duties and authorities on the Working individuals and determining the main rules, principles and procedures for work and the extent of their integration with the rest of the project's parts, so project organization is an efficient and effective tool to achieve the organization's goals (Chiang and Huang, 2021).

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##### **4.2.1: Criteria for designing an effective organizational structure for mining projects**

The following criteria should be considered when designing project organizational structures (Marín-Idárraga and Hurtado, 2021), (Gonzalez, 2021):

1. **Specialization:** It means the grouping of all similar works and activities under one department and the identification of the human resources needed for each department, in order to achieve the maximum possible efficiency in the implementation of the project's work, taking into account accuracy and clarity in formulating specializations to avoid duplication and repetition in activities and tasks.
2. **Main Functions Relative Importance:** It is intended to give appropriate attention to the main activities according to the priorities that achieve the objectives of the project. Usually, a main supervisor is assigned to each activity for each activity.
3. **Integration and Harmony:** It is the inclusion of all homogeneous and integrated works and activities in one department in order to achieve effectiveness in performance and achieve the objectives of the project.
4. **Span of Control:** It means the number of subordinates who are directly subordinate to one manager, and the greater the number of subordinates, the greater the scope of supervision. The number of subordinates may not increase the capacity and ability of the superior who supervises them.
5. **Chain of Command:** or it is called the administrative hierarchy line, which is an unbroken line of authority that extends from the top management in the project to the executive management, and each employee can know his administrative subordination, and it is considered one of the basic elements of the project's organizational structure.
6. **Effective Internal Communication:** It is intended that the communication between the members of the work team in the project achieves the maximum degree of communication by investing all available capabilities and means that are suitable for the project in order to achieve joint cooperation in achieving the strategic objectives of the project.
7. **Centralization and Decentralization:** What is meant by centralization is the concentration of decision-making powers in the hands of the project manager, while decentralization is the degree of delegation of powers and authorities to workers, which is that the project manager assigns the work team to do work that they can perform with the required efficiency, and this does not mean exempting those who delegate powers from responsibility.
8. **Effective monitoring:** It means that two jobs, asking one of them to monitor the other, should not be subject to one boss, i.e. avoiding conflict of interest in separating the supervisory activities from the executive activities to achieve

9. The best results.Unity of Command: It is intended to specify the parties to receive orders and instructions so that the employee receives orders only from one source only in accordance with the work requirements, unless the necessity requires otherwise
10. One Contact Point: It means having a clear and knowledgeable body to deal with employers (customers, partners) to understand their needs and desires, and a single point of contact to answer inquiries and support.
11. Flexibility: It means the extent to which the project responds to changes in the volume of work and works, flexibility and streamlining of procedures, and the possibility of adding jobs or change orders and removing them to adapt to the changes in a way that ensures the balance of the project's work.
12. Organization Balance: It means the balance of the project's organizational structure in terms of the size, type and number of organizational departments to ensure the achievement of the project's objectives.

#### **4.1. Hypothesizes**

**The first sub-hypothesis:** The existence of initiatives has no statistically significant impact on project organizational structure.

**The second sub-hypothesis holds that:** There is no statistically significant impact of green entrepreneurship institutions' ability to take risks on project organizational structure.

**The third sub-hypothesis:** Attracting Green Entrepreneurship Opportunities has no statistically significant impact on project organizational structure.

**The fourth sub-hypothesis:** creativity in green entrepreneurship has no statistically significant impact on project organizational structure.

**The main hypothesis:**The green entrepreneurship has no statistically significant impact on project organizational structure.

### **5. Research Methodology**

The current study used the analytical method, through which statistical methods used in analyzing the research data of questionnaire study achieve the objectives of the research.

#### **5.1. Instrument Design**

The suggested model was studied using a questionnaire method. A five-point Likert scale was used to assess all factors, with 1 being strongly disagreed with and 5 being highly agreed. Each item in the data was validated against the real conditions in Jordan during the spring of 2021.



## 5.2. Operationalization of Constructs

In all cases, multiple-item scales were used to measure the constructs in question. All variables were addressed by forty question items, except those that inquired about the firm's demographics (Colombelli and Quatraro, 2017).

## 5.3. Sample

These findings were based on a study that examined mining company enterprises in Jordan and service firms. Some of the most promising firms were identified through the "Largest Mining Companies 2020 in Jordan - Top 500". The study sample consisted of 109 employees of these mining company enterprises in Jordan.

## 5.4. Data collection

The research will use the electronic questionnaire form as a tool for the field study by preparing the questionnaire and its axes and phrases by using the theoretical framework of the study, previous studies related to the subject of the study (Burger-Helmchen, 2012; Bannamar and Gressel, 2018). The five-degree Likert scale was used in answering the questions of the study tool (Hagberg and Brånemark, 2001; Kulkarni and Pammar, 2019).

## 6. Validate the study tool

The constructive validity of the questionnaire was verified, as the study tool was distributed to an exploratory sample consisting of (20) individuals in order to determine the extent of the internal homogeneity of the study tool:

### 6.1. The first dimension: green entrepreneurship

**Table (1) Correlation coefficients between the score for each phrase and dimension**

Phrase	Correlation coefficient	P-value
The existence of initiatives		
Green entrepreneurship is a relatively recent concept in the local community	**0.817	0.000
Not everyone involved in project formation can be considered green entrepreneurs	**0.589	0.000
The local community absorbs green entrepreneurship projects and activities	0.824**	0.000
There are many initiatives undertaken by green entrepreneurs	**0.672	0.000
Green entrepreneurship initiatives are concerned with community development	0.589**	0.000
The ability of green entrepreneurship institutions to take risks		

Green entrepreneurship projects are widely embraced by local organizations.	0.790**	0.000
Leaders in organizations and institutions understand the goals and projects of green entrepreneurship	0.665**	0.000
Organizations seek to adopt green, low-risk entrepreneurship projects	0.682**	0.000
Local NGOs focus on implementing green entrepreneurship ideas	**0.774	0.000
Green entrepreneurs are interested in implementing their projects in a progressive manner.	0.759**	0.000
Attracting Green Entrepreneurship Opportunities		
The level of green entrepreneurship projects in the community in attracting opportunities is high	0.763**	0.000
There are many ways to develop green entrepreneurship projects	**0.836	0.000
Green entrepreneurship projects aim to bring about societal change	0.812**	0.000
Green entrepreneurship projects aim to make the most of the available human and technical resources	**0.903	0.000
Green entrepreneurship can be integrated into community development processes	0.875**	0.000
Creativity in green entrepreneurship		
There is a high degree of innovation in green entrepreneurship projects	0.928**	0.000
Green entrepreneurship is a mechanism characterized by innovation and renewal.	**0.936	0.000
Innovation and innovation are a characteristic of green entrepreneurship projects	0.854**	0.000
Innovation is a necessary condition for the success of green entrepreneurship projects	**0.805	0.000
Green entrepreneurship is an innovative mechanism because it creates many societal opportunities	0.832**	0.000

**\*\* Statistically significant at the level of significance ( $\alpha = 0.01$ )**

## **6.2. The second dimension: organizational structure of projects**

**Table (2) Correlation coefficients between the score for each phrase and dimension**

Phrase	Correlation coefficient	P-value
Senior management formulates the strategy to be implemented in the project	0.879**	0.000
Senior management does not give employees sufficient powers to accomplish their tasks	**0.837	0.000
Senior management uses the chain of	0.758**	0.000

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administrative hierarchy in all its dealings with employees		
The departments in the project cannot take any decisions without referring to the higher management	**0.591	0.000
Senior management imposes strict control over all decisions taken at all administrative levels	0.799**	0.000
There is a clear job description for all the jobs within the project	**0.820	0.000
The organizational policies and procedures followed in the project contribute to the failure of information to reach the relevant authorities in a timely manner	0.878**	0.000
The mission and objectives of the project are clear and specific to all employees	**0.845	0.000
The instructions, regulations and laws applicable in the project shall be announced to all employees and shall be written, specific and clear	**0.852	0.000
Employees shall abide by all instructions and procedures when implementing the activities and events assigned to them	**0.775	0.000
Organizational objectives are characterized by multiplicity and diversity as a result of the presence of a large number of departments within the project	0.829**	0.000
The project has a large number of supervisory levels	**0.922	0.000
The project faces many problems when it comes to coordinating between departments when performing the required tasks and activities	0.819**	0.000
The nature of the work carried out by the departments located at different levels in the organizational structure of the project differs	**0.786	0.000
The degree of overlap and duplication in the activities and tasks performed by the project workers	0.833**	0.000
The project assigns workers to tasks that are compatible with their abilities and qualifications	**0.827	0.000
The project is concerned with assigning workers to places and jobs that correspond to their academic qualifications	0.885**	0.000
Project workers perform only the tasks assigned to them	**0.902	0.000
Project workers want to perform many tasks regardless of their specialization	0.826**	0.000
The project is concerned with providing training programs for employees that are	**0.921	0.000

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compatible with their specializations and increase their capabilities and capabilities

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**\*\* Statistically significant at the level of significance ( $\alpha = 0.01$ )**

From the previous table, we notice that all correlation coefficients for all questionnaire items were statistically significant at the level of significance  $\alpha = (0.01)$ , and this means that the tool has structural validity and is valid for the purposes of the study.

### **6.3. The stability of the study tool**

**Table (3) Stability coefficient of the questionnaire**

<b>dimension</b>	<b>Alpha Cornbach</b>	<b>number of elements</b>
<b>green entrepreneurship</b>	0.968	20
<b>organizational structure of projects</b>	0.976	20
<b>Total questionnaire</b>	0.982	40

It turns out that the value of the stability coefficient Alpha is greater than 0.6 for all dimension of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study.

### **6.4. Sample Demographics**

**Table (4) Distribution of the study sample according to Personal data**

	<b>Categories</b>	<b>N</b>	<b>%</b>
<b>Gender</b>	<b>Male</b>	<b>35</b>	32.1
	<b>female</b>	<b>74</b>	67.9
<b>Age</b>	<b>Less than 30 years</b>	<b>37</b>	33.9
	<b>From 30 to less than 40 years</b>	<b>58</b>	53.2
	<b>From 30 to less than 40 years</b>	<b>9</b>	8.3
	<b>50 years or more</b>	<b>5</b>	4.6
<b>Educational level</b>	<b>High School</b>	<b>4</b>	3.7
	<b>Bachelor</b>	<b>70</b>	64.2
	<b>Master</b>	<b>34</b>	31.2
	<b>PhD</b>	<b>1</b>	0.9
<b>Years experience</b>	<b>of Less than 5 years</b>	<b>51</b>	46.8
	<b>From 5 years to less than 10 years</b>	<b>32</b>	29.4
	<b>From 10 years to less than 15 years</b>	<b>17</b>	15.6



<b>11</b>	22.9	41.3	17.4	11.0	7.3	3.615	1.170	0.723	Medium	1
<b>12</b>	21.1	41.3	15.6	15.6	6.4	3.550	1.174	0.710	Medium	2
<b>13</b>	15.6	40.4	19.3	14.7	10.1	3.367	1.207	0.673	Medium	3
<b>14</b>	22.0	31.2	17.4	16.5	12.8	3.330	1.334	0.666	Medium	5
<b>15</b>	17.4	37.6	16.5	19.3	9.2	3.349	1.235	0.670	Medium	4

### **The Creativity in green entrepreneurship**

<b>16</b>	24.8	37.6	16.5	12.8	8.3	3.578	1.227	0.716	Medium	3
<b>17</b>	20.2	41.3	20.2	10.1	8.3	3.550	1.167	0.710	Medium	4
<b>18</b>	19.3	43.1	23.9	9.2	4.6	3.633	1.042	0.727	Medium	2
<b>19</b>	20.2	48.6	15.6	11.0	4.6	3.688	1.060	0.738	High	1
<b>20</b>	20.2	39.4	24.8	9.2	6.4	3.578	1.108	0.716	Medium	3

The expressions of the existence of initiativesdimension were 1 expression in the high plane and 4 expressions in the medium plane and it shows the medium level of the existence of initiativesit turns out the mean of the dimension3.580. The expressions of the ability of green entrepreneurship institutions to take risks dimension were 1 expression in the high plane and 4 expressions in the medium plane and it shows the medium level of the ability of green entrepreneurship institutions to take risksit turns out the mean of the dimension3.556.

The all expressions of the Attracting Green Entrepreneurship Opportunitiesdimension were medium plane and it shows the medium level of the Attracting Green Entrepreneurship Opportunitiesit turns out themean of the dimension3.442. The expressions of the Creativity in green entrepreneurship dimension were 1 expression in the high plane and 4 expressions in the medium plane and it shows the medium level of the Creativity in green entrepreneurship it turns out the mean of the dimension3.606. It shows the medium level of the green entrepreneurship it turns out the mean of the dimension3.546.

#### **7.1.2. The second dimension: organizational structure of projects**

**Table (6) Phrases of the second dimension**

<b>N.</b>	<b>Strongly agree %</b>	<b>Agree %</b>	<b>Neutral %</b>	<b>Disagree %</b>	<b>Strongly disagree %</b>	<b>Mean</b>	<b>S.D</b>	<b>Relative weight</b>	<b>Degree</b>	<b>Arrangement</b>
<b>1</b>	27.5	55.0	11.9	1.8	3.7	4.009	0.897	0.802	High	<b>1</b>
<b>2</b>	28.4	40.4	20.2	7.3	3.7	3.826	1.044	0.765	High	<b>2</b>
<b>3</b>	15.6	39.4	26.6	9.2	9.2	3.431	1.142	0.686	Medium	<b>18</b>
<b>4</b>	21.1	48.6	19.3	8.3	2.8	3.771	0.968	0.754	High	<b>5</b>
<b>5</b>	18.3	40.4	23.9	11.0	6.4	3.532	1.110	0.706	Medium	<b>17</b>
<b>6</b>	17.4	47.7	17.4	11.0	6.4	3.587	1.099	0.717	Medium	<b>15</b>
<b>7</b>	16.5	54.1	18.3	6.4	4.6	3.716	0.973	0.743	High	<b>8</b>
<b>8</b>	19.3	50.5	19.3	7.3	3.7	3.743	0.976	0.749	High	<b>6</b>
<b>9</b>	15.6	45.0	24.8	11.0	3.7	3.578	1.003	0.716	Medium	<b>16</b>
<b>10</b>	18.3	47.7	22.0	7.3	4.6	3.679	1.008	0.736	High	<b>11</b>
<b>11</b>	18.3	45.9	20.2	8.3	7.3	3.596	1.107	0.719	Medium	14
<b>12</b>	18.3	54.1	22.0	1.8	3.7	3.817	0.884	0.763	High	3
<b>13</b>	16.5	55.0	14.7	10.1	3.7	3.706	0.984	0.741	High	9
<b>14</b>	18.3	49.5	22.0	4.6	5.5	3.706	1.003	0.741	High	9
<b>15</b>	13.8	56.9	17.4	7.3	4.6	3.679	0.961	0.736	High	11
<b>16</b>	18.3	50.5	17.4	7.3	6.4	3.670	1.063	0.734	High	12
<b>17</b>	16.5	52.3	19.3	7.3	4.6	3.688	0.988	0.738	High	10
<b>18</b>	19.3	55.0	13.8	8.3	3.7	3.780	0.975	0.756	High	4
<b>19</b>	20.2	51.4	16.5	5.5	6.4	3.734	1.051	0.747	High	7
<b>20</b>	15.6	51.4	22.0	5.5	5.5	3.661	0.993	0.732	High	13

The expressions of the organizational structure of projects dimension were 15 expressions in the high plane and 5 expressions in the medium plane and it shows the high level of the organizational structure of projects it turns out the mean of the dimension 3.695.

### **7.1.3. Test Research Hypotheses**

#### **7.1.3.1. The first sub-hypothesis**

There is no statistically significant impact of the existence of initiatives on the organizational structure of projects.

**Table (7) impact of the existence of initiatives on the organizational structure of projects**

<b>B</b>	<b>T</b>	<b>F</b>	<b>P-VALUE</b>
2.884	121.225**	**11.010	0.000

**\*\*Statistically significant at the level of significance ( $\alpha = 0.01$ ).**

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant impact of the existence of initiatives on the organizational structure of projects and the impact is positive, it is incorrect the first sub-hypothesis it turned out that the more it increased the existence of initiatives 1% is the organizational structure of projects has increased 2.884%.

#### 7.1.3.2. The second sub-hypothesis

There is no statistically significant impact of the ability of green entrepreneurship institutions to take risks on the organizational structure of projects.

**Table (8) impact of the ability of green entrepreneurship institutions to take risks on the organizational structure of projects**

<b>B</b>	<b>T</b>	<b>F</b>	<b>P-VALUE</b>
3.155	**13.330	**177.678	0.000

**\*\*Statistically significant at the level of significance ( $\alpha = 0.01$ ).**

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant impact of the ability of green entrepreneurship institutions to take risks on the organizational structure of projects and the impact is positive, it is incorrect the second sub-hypothesis it turned out that the more it increased ability of green entrepreneurship institutions to take risks 1% is the organizational structure of projects has increased 3.155%.

#### 7.1.3.3. The third sub-hypothesis

There is no statistically significant impact of the Attracting Green Entrepreneurship Opportunities on the organizational structure of projects.

**Table (9) impact of the Attracting Green Entrepreneurship Opportunities on the organizational structure of projects**

<b>B</b>	<b>T</b>	<b>F</b>	<b>P-VALUE</b>
2.526	**14.237	**202.702	0.000

**\*\*Statistically significant at the level of significance ( $\alpha = 0.01$ ).**

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant impact of the Attracting Green Entrepreneurship Opportunities on the organizational structure of projects and the impact is positive, it is incorrect the third sub-hypothesis it turned out that the more it increased Attracting Green Entrepreneurship Opportunities 1% is the organizational structure of projects has increased 2.526%.

#### 7.1.3.4. The fourth sub-hypothesis

There is no statistically significant impact of the Creativity in green entrepreneurship on the organizational structure of projects.



**Table (10) impact of the Creativity in green entrepreneurship on the organizational structure of projects**

<b>B</b>	<b>T</b>	<b>F</b>	<b>P-VALUE</b>
2.844	**16.711	**279.242	0.000

**\*\*Statistically significant at the level of significance ( $\alpha = 0.01$ ).**

The simple regression equation was significant at the level of 0.01, and there is a statistically significant impact of the Creativity in green entrepreneurship on the organizational structure of projects and the impact is positive, it is incorrect the fourth sub-hypothesis it turned out that the more it increased Creativity in green entrepreneurship 1% is the organizational structure of projects has increased 2.844%.

#### **7.1.3.5. The main hypothesis**

There is no statistically significant impact of the green entrepreneurship on the organizational structure of projects.

**Table (11) impact of the green entrepreneurship on the Organizational excellence**

<b>B</b>	<b>T</b>	<b>F</b>	<b>P-VALUE</b>
0.823	**17.312	**299.704	0.000

**\*\*Statistically significant at the level of significance ( $\alpha = 0.01$ ).**

The simple regression equation was significant at the level of 0.01, and there is a statistically significant impact of the green entrepreneurship on the organizational structure of projects and the impact is positive, it is incorrect the main hypothesis it turned out that the more it increased green entrepreneurship 1% is the organizational structure of projects has increased 0.823%.

## **Discussion**

There is a statistically significant impact of the green entrepreneurship on the organizational structure of projects and the impact is positive, the more it increased green entrepreneurship 1% is the organizational structure of projects has increased 0.823%. There is a statistically significant impact of the existence of initiatives on the organizational structure of projects and the impact is positive, the more it increased the existence of initiatives 1% is the organizational structure of projects has increased 2.884%. There is a statistically significant impact of the ability of green entrepreneurship institutions to take risks on the organizational structure of projects and the impact is positive, the more it increased ability of green entrepreneurship institutions to take risks 1% is the organizational structure of projects has increased 3.155%. There is a statistically significant impact of the Attracting Green Entrepreneurship Opportunities on the

organizational structure of projects and the impact is positive, the more it increased Attracting Green Entrepreneurship Opportunities 1% is the organizational structure of projects has increased 2.526%.

There is a statistically significant impact of the Creativity in green entrepreneurship on the organizational structure of projects and the impact is positive, the more it increased Creativity in green entrepreneurship 1% is the organizational structure of projects has increased 2.844%.The implementation of green innovation techniques has a substantial positive influence on the environment and mining company enterprises in Jordan success. Because of fierce competition in today's marketplaces, experts believe that mining company enterprises in Jordan are driven into adopting green practices. Vicissitudes in client concerns, conduct or palates, in addition to tighter government restrictions, provide new chances for green practices. Knowledge and capacities must be brought together, however, for a green invention to become opportune and real. "Stakeholder engagement" has been demonstrated to be crucial to green innovation and its execution, such as delivering green goods that sustain and increase the business's ecological and overall performance of the economy.

## Conclusion

Environmental protection and improved commercial performance are motivating organizations throughout the world to continually improve their green capabilities and introduce innovative eco-friendly practices. Researchers and managers alike will benefit from this study's contributions to the field. Employee behavior had the most significant impact, according to the study. As mining company enterprises in Jordan develop business plans, alter mining company enterprises in Jordan structures, give training courses, and issue guidelines, they must consider environmental management concerns. Employees must be provided with clear rules and adequate monitoring methods by their employers in order to be successful. In addition, whether a firm is portraying itself as a frontrunner or a supporter in green abilities, it's energetic to break up to date on competitors' green performs and controlling guidelines. It is up to the highest organization to control whether and how abundant their mining enterprise in Jordanshould invest in green initiatives.

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