

The Impact of Innovation Culture on Enhancing Strategic Success: A Field Study at Algérie Télécom, Souk Ahras Provincial Directorate

أثر ثقافة الابتكار في تعزيز النجاح الإستراتيجي: دراسة ميدانية بمؤسسة إتصالات الجزائر

المديرية الولائية سوق أهراس

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المخلص:

هدفت الدراسة لإختبار أثر ثقافة الابتكار بأبعادها في تعزيز النجاح الإستراتيجي بأبعاده، اعتمد الباحث على المنهج الوصفي التحليلي مستخدماً عينة من إطارات مؤسسة إتصالات الجزائر المديرية الولائية سوق أهراس الذين يشغلون مناصب نوعية و الذين يمثلون مجتمع الدراسة، بالإعتماد على الإستبانة كأداة رئيسية لجمع البيانات، حيث تم توزيعها على كل أفراد العينة، وكانت أبرز النتائج المتوصل إليها وجود علاقة تأثير إيجابية ذو دلالة إحصائية للمتغير المستقل (ثقافة الابتكار) بأبعاده على المتغير التابع (النجاح الإستراتيجي) بأبعاده. **الكلمات المفتاحية:** ثقافة الابتكار، نجاح إستراتيجي، تشجيع التعاون الجماعي، إبداع و تعامل مع الخطر، قيادة إبتكارية.

Abstract

This study aims to examine the impact of an innovation culture and its dimensions on strategic success and its dimensions. The researcher used a descriptive-analytical approach, employing a sample of managers from Algérie Télécom, Souk Ahras Provincial Directorate, who hold key positions. A questionnaire was utilized as the primary data collection tool. The main findings demonstrated a statistically significant positive impact of the independent variable (innovation culture) on the dependent variable (strategic success).

keyword: Innovation Culture, Strategic Success, Encouraging Teamwork, Creativity and Risk Management, Innovative Leadership.

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1. Introduction :

The contemporary business environment is experiencing rapid and profound transformations driven by globalization and technological advancement, which have significantly intensified competition among organizations. In response to this dynamic context organizations are increasingly required to adopt effective strategies that enable them to achieve strategic success-reflected in their ability to grow, survive, adapt to accelerating changes, and learn from past experiences. This highlights innovation as a critical strategic option. In this regard, Algérie Télécom – Souk Ahras Provincial Directorate – strives to strengthen its competitive position by embedding a culture of innovation characterized by values and practices that encourage the generation of new ideas, calculated risk-taking team work, and innovation-driven leadership, as a means to achieve strategic success. The significance of examining the relationship between innovation culture and strategic success within Algérie Télécom – Souk Ahras Provincial Directorate – lies in both its theoretical and practical dimensions.

To achieve the study's objectives, the research is structured into four main sections: the first section outlines the research methodology, the second presents the theoretical framework related to innovation culture and strategic success, the third is devoted to analyzing results and testing hypotheses, and the final section presents the main conclusions and recommendations.

Study Problem Statement:

The research aims to answer the following question:

- ✓ To what extent does innovation culture affect the enhancement of strategic success at Algérie Télécom, Souk Ahras Provincial Directorate?

This question gives rise to a set of sub-questions, which represent the elements of the problem statement, and answering them will fulfill the study's objective:

- Does encouraging teamwork impact strategic success at Algérie Télécom, Souk Ahras Provincial Directorate?
- Does creativity and risk management impact strategic success at Algérie Télécom, Souk Ahras Provincial Directorate?
- Does innovative leadership impact strategic success at Algérie Télécom, Souk Ahras Provincial Directorate?

Study Hypotheses:

Main Hypothesis: There is no statistically significant impact between innovation culture and enhancing strategic success at Algérie Télécom, Souk Ahras Provincial Directorate.

The following sub-hypotheses arise from the main hypothesis:

- Promoting teamwork and collaboration does not statistically significantly impact strategic success at Algérie Télécom, Souk Ahras Provincial Directorate.
- There is no statistically significant impact between creativity, risk management, and strategic success at Algérie Télécom, Souk Ahras Provincial Directorate.
- There is no statistically significant impact between innovative leadership and strategic success at Algérie Télécom, Souk Ahras Provincial Directorate.

Study Objectives:

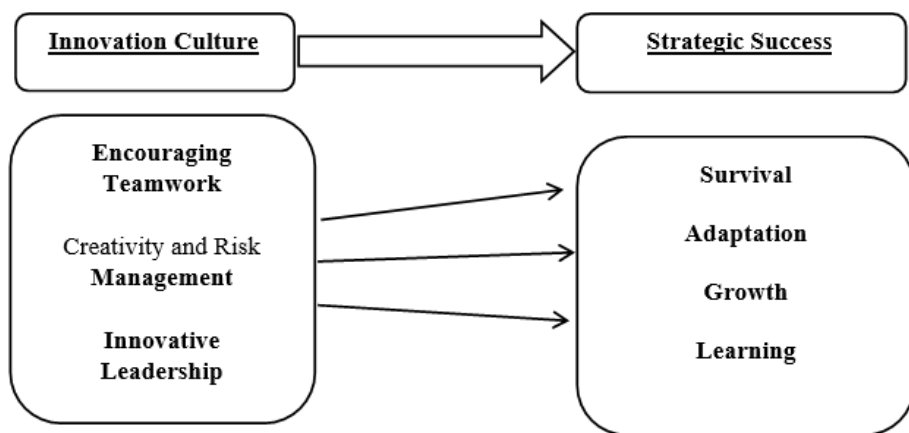
- Offer a theoretical framework that includes the conceptual structure of the study's main variables (innovation culture, strategic success) based on specialized literature and relevant previous studies.
- Gain a deeper understanding of innovation culture's effect on promoting economic organization's performance and achieving strategic success.

- Provide practical recommendations to economic institutions on fostering innovation culture and directing their strategies toward strategic success.
- Determine the extent of the effect of innovation culture dimensions on strategic success at the institution under study.
- Contribute to analyzing the barriers and challenges institutions may face in implementing an innovation culture and provide solutions to overcome them.

Study Model:

Based on a review of several previous studies associated with the study's topic, the following hypothetical model has been derived:

Figure (01): Study Model



Source: Prepared by the researcher based on previous studies

Previous Studies:

1. The study by (Al-Omari. M. N. Al-Sharman. M. S.. & Laqqouaq. A., 2022) entitled *Administrative Leadership Skills and Their Role in Achieving Strategic Success for Saudi Business Organizations*. The study aimed to identify leadership skills in their dimensions and their role in achieving strategic success for Saudi business organizations.

The study relied on a descriptive-analytical approach, utilizing a questionnaire as the data collection tool, with a random sample of **162** individuals. The main results include the following: Administrative leadership skills, patterns, behaviors, and decisions impact the dimensions of strategic success for Saudi business institutions.

2. The study by (Al-Karim.M.O. & Hasan.S.B, 2023) entitled *Factors of Strategic Success and Their Role in Formulating Operational Strategy (A Field Study on a Sample of Industrial Companies in Nineveh Governorate)*. The study's problem statement was to test the effect relationship between the study variables. The research relied on a descriptive-analytical approach to collect data for the study variables, with **60** managers selected to express their opinions on the questionnaire. The findings indicated that the independent variable, on a general level, has a significant positive impact on the dependent variable.

4. The study by (Castro, Meriam Deglado-Verde, José E. Navas-Lopez, & Jorge Cruse-Conzàlez, 2013) entitled *The Moderating Role of Innovation Culture in the Relationship Between Knowledge Assets and Product Innovation*. This study focused on the direct relationships between human and technological knowledge assets and product innovation. A specific questionnaire was designed for this study, which included **251** respondents, distributed among employees of Spanish manufacturing companies. The findings revealed the most significant direct positive impacts on product innovation, mainly exercised by human capital, innovation culture, and technological knowledge assets.

4. The study by (Meyer, 2014) entitled *Strengthening Innovation Capacity Through Different Types of Innovation Culture*. The study's problem statement focused on promoting innovation capacity through different types of innovation cultures. Utilizing experimental data from **200** employees working in German, Austrian, and Swiss companies, the study found the following findings: The first type of innovation is proactive innovators, followed by strategic innovators, then improved innovators, and lastly, operational innovators.

5. The study by (Berbes, Mauricio Mena, & German E.Mena, 2008) entitled *Key Success Factors for Strategy Implementation in Latin America*. The study's problem statement was to measure the effect of key variables on the successful implementation of business strategy employing the knowledge and experience of entrepreneurs and managers in Latin America. The study concluded with several results: A good understanding of decision-making processes results in the successful implementation of business strategies, which are critical success factors.

Research Gap: Based on the results from Previous Studies, the researcher identified various research gaps regarding achieving strategic success for an organization in the context of innovation culture. These gaps could be explored by studying the effect of factors associated with organizational culture, particularly local culture, on the adoption of innovation and how these factors either promote or impede strategic success. Furthermore, there is a lack of studies examining the differences between sectors and the impact of innovation on strategic success across different industries. Another research gap involves the influence of organizational leadership styles on fostering an innovation culture and, in turn, on strategic success.

2. Study Theoretical Framework

2.1. Innovation Culture

2.1.1. Innovation Culture Definition: Innovation culture refers to an organization's shared values, beliefs, and assumptions that facilitate the product innovation process. When organizational culture encourages employees to innovate, take risks, and supports personal growth, the organizational culture is categorized as an innovation culture (**Castro, Meriam Deglado-Verde, José E. Navas-Lopez, & Jorge Cruse-Conzàlez, 2013, p. 353**) .

Innovation culture is also defined as an environment that supports creative thinking, drives efforts to extract economic and social value

from knowledge, and thus results in the developing of new or enhanced products, services, or processes (Al-Khreisat, 2021, p. 32).

2.1.2 Innovation Culture Significance:

The importance of an innovation culture lies in its ability to generate valuable, timely ideas. Developing this culture has become a necessity for organizations to evolve. Keeping up with the continuous demands of development, which rely on constant change, problem-solving, and are driven by individuals managing the development process, allows administrative bodies to achieve their goals (Al-Saleh, 2021, p. 99).

Innovation culture is reflected in applying a similar culture within the organization. This culture value encourages and supports innovation, motivating all employees to develop solutions for problems in their working environment. It promotes openness and the ability to take risks, leading to the organization's success, growth, and continuity (Surour. H. A. & Khalil. M, 2023, p. 322) .

2.1.3 Innovation Culture Dimensions:

The dimensions of an organization's innovation culture intersect with its requirements and features. Tiddsley classified the dimensions of innovation culture into three: creativity, risk-taking, and collaboration (Tidd & John Bessant, 2018). Furthermore, Philip Kotler and Kevin Lane Keller categorized the dimensions of innovation culture into (exploring new ideas, experimenting with these ideas, and implementing them) (Kolter & Keven Lane Keller, 2016). The researcher will adopt a set of dimensions that align with the study's nature, environment, and sample. These dimensions are: (encourage group collaboration, creativity and risk management, and innovation leadership).

a. Encouraging Teamwork: Group brainstorming sessions are an effective way to promote innovation in the workplace. Different minds will naturally come up with various ways to address work-related issues. In most teams, the whole is greater than the sum of its parts. Just like training, time should be allocated for collaboration and idea-sharing to identify new ways of doing business (Al-Khreisat, 2021, p.

b. Creativity and Risk Management: Numerous organizations have deepened the concept of this innovative and creative culture by establishing specialized departments for research and development of goods and services and taking risks. These risks may be less serious than the risks of not innovating or coming up with new ways to produce a product or service (Al-Sarn, 2020, pp. 31-32).

c. Innovation Leadership: is defined as a form of leadership based on close and mutual relationships between employees in the organization. It relies on work methods and the organization's flexibility of policies and systems, encouraging innovation. All communication channels are open in every direction (Al-Muhanna, 2024, p. 13).

2.2. Strategic Success:

2.2.1. Strategic Success Definition:

Christopher Barney emphasized that strategy success lies in an institution's capacity to leverage its distinctive resources to maintain a lasting competitive edge (Barney, 1991, p. 102).

Al-Azawi, quoting Al-Nabi and Bidaa Star Lifta, defined it as the degree of commitment of public organization to their beneficiaries (government, employees, and organizations) and their evaluation of satisfaction and attention to their working capital. This commitment is aimed at remaining competitive, adapting to ongoing environmental changes, and growing to excel over competing organizations, ensuring the fulfillment of strategic objectives for long-term aspirations (Al-Nabi. Asil Majid Abdul& Bidayaa Sattar Lefta, 2019, p. 39).

2.2.2. Strategic Success Importance:

Strategic success involves a set of defined managerial processes. Its significance lies in achieving the success and effectiveness of organizations by making the best use of both their tangible and intangible resources, which helps them fulfill excellence and ensure long-term sustainability. Strategic success offers new opportunities and tools to measure an organization's success over the longest possible duration (Al-Jumaily, 2023, p. 285).

strategic success has become one of the core pillars of organizational work and management thinking. It leads to the fulfillment of satisfaction, harmony, and loyalty to the organization, while striving to meet the desired objectives (Nasif, 2023, p. 266)..

2.2.3. Strategic Success Dimensions:

Strategic success is achieved through the alignment of a set of factors and dimensions, which must be accurately identified and understood to ensure the fulfillment of the organization's goals. In alignment with the sample, community, and environment of the study, the researcher will adopt a set of dimensions as outlined by (Al-Rakabi 2006), (Al-Azawi 2008), (Al-Wandawi 2012), and (Mohammed 2013), as cited by Ahmad Kamil Nasif. These dimensions are survival, adaptation, growth, and learning (Nasif, 2023, p. 267).

a. Survival: is defined as the fundamental pillar through which the organization secures a suitable position for further improvements and seizes more opportunities for continuity and growth. It also reflects the soundness of senior management's thinking in the face of competition (Othman & Kalthoum Qadir Kirsou, 2021, p. 172).

b. Adaptation ; "the ability to anticipate potential internal and external problems that may arise in the future and identify ways to control them as much as possible" (Daoudi & Mourad Mahboub, 2007, p. 43).

c. Growth: On the institutional level, growth is defined by changes in the organization's size, often measured by the number of employees, with a focus on horizontal or vertical expansion as a measure of growth. In distinguishing between growth and development, growth refers to changes in the organization's size, while development refers to long-term activities sought at fostering the organization's capabilities to solve problems and enhance comprehensively (Hatim & Amal Mahmoud Ali, 2014, p. 267).

d. Learning: Learning organizations proactively create, acquire, and transfer new knowledge, continuously changing their behavior based on this knowledge. These organizations strive to gain new experiences, ideas, and knowledge, sharing and transferring this knowledge to all members and departments within the organization. They facilitate the free exchange of ideas and knowledge among members, leading to changes in organizational behavior. Ultimately, they measure the outcomes of these changes (Khiri, 2012, p. 86).

3. Field Research Procedures

- **Exploratory Study:** The exploratory study was conducted on 25/05/2024. The researcher carried out a preliminary study with a sample of 73 executives from Algérie Télécom, Souk Ahras Regional Directorate, all of whom hold key positions. The goal was to identify and address any potential challenges the researcher might face, while ensuring the accuracy and clarity of the questionnaire.

- **Research Methodology:** The scientific methodology is a systematic set of general principles and effective methods that the researcher employs to solve research problems, seeking to uncover the essence of the truth. It is a method of organized thinking to solve a specific problem (Jabrin, 2010, p. 23).

- **Research Population:** After defining the study's objectives, it is essential to identify the research community, which refers to all the components of the phenomenon being studied. Once the study's purpose is established, it is necessary to determine the community from which data will be collected, along with understanding its limitations and requirements (Al-Hamdani, 2006,p. 194). The research community consists of 73 executives in Algérie Télécom, Souk Ahras Regional Directorate who hold key positions.

- **Research Sample:** The sample represents a portion of the population selected based on scientific methods and criteria to ensure it accurately

reflects the entire population (**Dweidari, 2008, p. 305**). A purposive sample of 73 executives holding key positions (director, deputy director, head of department, head of division) was selected from Algérie Télécom, Souk Ahras Provincial Directorate, out of a total of 322 employees, representing 22% of the research population.

4. Tools and Equipment Used

The researcher relied on two types of data:

- **Secondary Data:** This data was gathered through reviewing various books, journals, conferences, theses, and dissertations, both paper and electronic, utilizing citation guidelines from the American Psychological Association (APA), 6th edition.
- **Primary Data:** This data was collected through a questionnaire distributed to the research sample. It was then gathered, sorted, and analyzed employing the Statistical Package for the Social Sciences (SPSS V.25).

Study Tool Description: The research tool refers to the means utilized in the study for data collection, classification, and tabulation (**Sliman, 2009, p. 74**).

The choice of methodological tools is not made arbitrarily; it is based on several significant factors, including:

- The researcher's specialization.
- The nature of the study population.
- The surrounding conditions of the topic.
- The research topic and its nature (**Al-Shata, 2010, p. 153**).

In line with the nature of the topic, the study's objectives, and the descriptive approach followed to fulfill these objectives and test the hypotheses, this study relied on a questionnaire to collect field data. The questionnaire is a tool commonly employed in the descriptive method and is considered the most widely used tool in scientific research (**Dweidari, 2008, p. 329**).

The tool consisted of two sections: The first section concerns the personal data of the study sample, which includes (gender, age, years of

experience, job position, educational level). The second section consists of the questionnaire questions and is divided into two main axes:

- **The first axis:** This axis is associated with the variable of innovation culture and its different dimensions. It contains 14 items divided into 3 dimensions (encouraging teamwork, creativity and risk management, and innovation culture).
- **The second axis:** This axis is related to the variable of strategic success and its various dimensions. It includes 16 items divided into 4 dimensions (growth, learning, adaptation, and survival).

A five-point Likert scale was utilized to measure the attitudes of the study sample members, as illustrated in the following table:

Table No. (01): Five-Point Likert Scale

Weight	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Direction	5	4	3	2	1
Mean Categories	[4,20-5,00]	[40,3-4,19[	[60,2-3,39[	[80,1-2,59[	[1,00-1,79[
Acceptance Level	Very High	High	Average	Low	Very Low

Source: Prepared by the researcher based on previous studies

✓ **Scientific conditions for the questionnaire:**

- **Face Validity:** To verify the content validity of the research tool and ensure that it aligns with the study's specific objectives, it was presented to a group of academic experts specializing in this field at Mohamed Cherif Messaadia University in Souk Ahras. This process is considered both face validity and content validity. As a result, the tool was found to be suitable for the study and effectively achieved its intended purpose.

- **Reliability:** was assessed using Cronbach's alpha coefficient, confirming the research tool's internal consistency as show in the table.

Table No. (02): Reliability of the three axes of the questionnaire

Survey Axes	Each Axis Dimensions N°	Sample	Reliability Coefficient	Validity Coefficient
First axis	14	73	0,893	0,944
Second axis	16		0,871	0,933
Overall Survey Total	30		0,898	0,947

Source: Prepared by the researcher using the outputs of SPSS V.25.

To ensure the scale's validity, the researcher calculated the self-validity using the square root of the reliability coefficient. The overall reliability coefficient reached 0.898. and all study's axes exceeding 60%, confirming the questionnaire's high reliability and it's suitability for the field study.

5. Statistical Methods Used:

The data were entered, and the research results were analyzed using the -SPSS statistical package for social sciences.

- Cronbach's Alpha coefficient: To determine the reliability of the scale.
- Mean, standard deviation.
- One-way ANOVA test.

6. Presentation and Analysis of the Questionnaire Results:

6.1. Personal and Job-related Features

The study sample is distinguished by a set of personal and job-related characteristics, which are summarized in the following table:

Table No. (03): Personal and Job-related Characteristics of the Study Sample

Variable	Variable categories	Frequency	Percentage
Gender	Male	35	%47,9
	Female	38	%52,1
	Total	73	%100
Age	30 years and under	6	%8,2
	31 to 40 years	36	%49,3
	41 to 50 years	6	%8,2

	Over 50 years	25	%34,2
	Total	73	%100
Educational	Baccalaureate	17	%23,3
	Bachelor's, State Engineer, Master's	50	%68,5
	Magister's, Doctorate	0	%0
	Other	6	%8,2
	Total	73	%100
Qualitative Position	Director	1	%1,4
	Deputy Director	3	%4,1
	Head of Department	50	%68,5
	Division Head	18	%26
	Total	73	%100
Years of Experience	Less than 10 years	6	%8,2
	10 to 20 years	40	%54,8
	years and more 21	21	%28,8
	Total	73	%100

Source: Prepared by the researcher using the outputs of SPSS V.25.

From the table above, we observe the following:

- **Gender Variable:** The study sample is predominantly female, with 52.1% (38 individuals) representing females and 47.9% (35 individuals) representing males.
- **Age Variable:** Most of the study sample is between 31 and 40 years old, accounting for 49.3%, while 34.2% are over 50. The remaining 8.2% are aged 30 years or younger, and another 8.2% are between 41 and 50.
- **Educational Level Variable:** The study participants have a variety of educational levels. 68.5% hold degrees such as a Bachelor's, Master's, or Engineering degree, while 23.3% have a Baccalaureate certificate. Lastly, 6% have other certificates, such as a higher technical diploma. No participants hold a Magister's or Doctorate degree (0%).

- **Position Variable:** The study sample is primarily consisted of individuals holding the position of Head of Department, representing 68.5%. The remaining positions are as follows: 26% hold the position of Department Head, 4.1% hold the position of Deputy Director, and 1.4% hold the position of Director.

- **Years of Experience Variable:** The study sample's experience levels are diverse. 54.8% of participants have between 10 and 20 years of professional experience, while 28.8% have 21 years or more. Ultimately, 8.2% have less than 10 years of professional experience.

6.2. Statistical Analysis of Respondents' Answers Regarding the Study Variables

- **Statistical Analysis of Respondents' Answers Regarding the Innovation Culture Variable:**

The level of innovation culture among the study participants is illustrated in the following table:

Table No. (04): Level of Innovation Culture Among Study Participants

N°	Items	Mean	Standard deviation	Relative importance	Acceptance Level
1	Your colleagues at work provide the necessary support to achieve the institution's goals	3,66	,4780	3	High
2	There is sufficient support for cooperation between different departments within the institution	3,88	,3310	1	High
3	Group meetings are effective in enhancing cooperation and achieving the desired goals	3,68	,6640	2	High
4	The institution provides a work environment that encourages the exchange of ideas among employees	3,60	,7020	4	High

Encouraging Teamwork		3,63	,5330	1	High
5	The institution provides opportunities for presenting creative ideas	3,21	1,236	5	Average
6	The institution offers financial or moral incentives to employees to encourage innovative thinking and the exchange of ideas	3,42	,9850	1	High
7	The institution is willing to take on the risks associated with developing new ideas	3,25	,6190	4	Average
8	The institution supports bold decisions to achieve innovation	3,29	,6340	2	Average
9	The institution has mechanisms for collecting and identifying innovative ideas	3,27	,7680	3	Average
Creativity and risk management		3,23	,8460	3	Average
10	The leadership in the institution works to develop the innovation process	3,44	,9720	3	High
11	There is an entrepreneurial and innovative approach in developing and implementing the institution's strategies	3,60	,7590	1	High
12	The leadership within the institution encourages employees to think outside the box	3,07	1,045	5	Average
13	Leaders allocate the necessary resources to support innovation	3,19	1,138	4	Average

14	Leaders engage with innovative ideas proposed by employees	3,53	,6680	2	High
	Innovative Leadership	3,48	,7400	2	High
	Innovation Culture Level	3,59	,4380	/	High

Source: Prepared by the researcher using the outputs of SPSS V.25.

From the table above, we note the following:

- **Encouraging Teamwork Dimension:** According to the survey participants' relative value rankings, this dimension came in top. Responses to this dimension had a mean score of 3.63 and a standard deviation of 0.533. This indicates a "high" level of acceptance based on the scale used in this investigation. Furthermore, the items on this dimension had mean scores ranging from 3.60 to 3.88 and standard deviations between 0.331 and 0.702. This illustrates the assistance required to accomplish the organization's objectives, improve teamwork, and guarantee the intended outcomes.
- **Innovative Leadership Dimension:** According to the survey participants' assessment of its relative relevance, the quality of innovative leadership ranked second. Responses to this dimension had a mean score of 3.48 and a standard deviation of 0.74. The scale used in this study indicates that this indicates a "high" degree of acceptability. The participant's responses revealed that the mean scores varied from 3.60 to 3.88, with standard deviations falling between 0.331-0.702. This points to a leadership style that emphasizes creativity, adaptability, and the encouragement of innovative thinking across all organizational level.
- **Creativity and Risk Management Dimension:** According to the research participants' relative value, this dimension came in third. Responses to this dimension had a mean score of 3.23 and a standard deviation of 0.846. Based on the study's scale, this denotes a "average" degree of acceptance. The items in this dimension have mean scores ranging from 3.60 to 3.88 and standard deviations between 0.331-

0.702. This implies that the organization being examined provides employees with monetary or non-monetary incentives to promote creative problem-solving and idea sharing.

The results show variability in participant's responses, with scores ranging from average to high, indicating that the organization's management collaboratively fosters innovation. Consistent with previous research the innovation culture dimension recorded a high overall mean of 3.59 with a standard deviation of 0.43 reflecting strong agreement among participants.

Statistical Analysis of Study Participants' Responses Concerning the Strategic Success Variable:

The level of strategic success among the study participants is presented in the following table:

Table No. (05): Level of Innovation Culture Among Study Participants

N°	Items	Mean	Standard deviation	Relative importance	Acceptance Level
1	The institution adopts strategies that enable it to survive and thrive in the long term	3,79	,7060	3	High
2	The institution provides innovative services or products to meet customer expectations and remain competitive	3,92	,6820	2	High
3	The institution is capable of surviving in the face of fierce competition in its business environment	3,70	,7580	4	High
4	The institution possesses the ability to innovate and leverage new technologies	3,99	,5890	1	High
Survival		3,89	,5010	3	High
5	The institution adopts a flexible strategy to adapt to changes	3,71	,5650	1	High

	occurring in the business .environment				
6	The institution takes quick and effective actions to ensure adaptation in the market	3,68	,5980	2	High
7	The institution has the ability to respond to changes in customer needs and expectations	3,66	,4780	3	High
8	The institution can adopt new practices quickly compared to its competitors	3,42	,4980	4	High
Adaptation		3,56	,4800	4	High
9	The institution relies on a growth strategy in the market	4,17	,5380	2	High
10	The institution invests in innovation and product development to enhance future growth	4,03	,5520	3	High
11	There are opportunities for the institution to expand into new markets	3,96	,8570	4	High
12	The institution is capable of achieving its desired goals	4,40	,4930	1	High
Growth		4,30	,3790	1	High
13	The institution encourages benefiting from past experiences	4,07	,7880	2	High
14	The institution adopts a culture of continuous learning and skill development for employees	4,22	,6720	1	High
15	Knowledge and experiences are shared between the institution's departments to enhance learning	3,97	,7810	4	High
16	The institution has the ability to collect and analyze data to make sound decisions	4,04	,4230	3	High

Learning	4,05	,4370	2	High
Level of Strategic Success	3,91	,4780	/	High

Source: Prepared by the researcher using the outputs of SPSS V.25

From the table above, it is evident that:

- **Survival Dimension:** The study participants' responses to this dimension had a high mean score (3.89) and a standard deviation of 0.501, indicating that they agreed with each other on the items in this dimension. This dimension's items had mean scores between 3.70 and 3.99 and standard deviations between 0.589 and 0.758. The results clearly indicate that all participants had positive opinions about the items related to this dimension, indicating that the organization employs strategies for growth, survival, and maintain its competitiveness in the market
- **Adaptation Dimension:** With a mean score of 3.56 and a standard deviation of 0.480, the study participants' answers to this dimension also showed a high level of agreement with its contents. The items on this dimension had mean scores between 3.42 and 3.71 and standard deviations between 0.478 and 0.598. Every member concurred, showing that the organization actively seeks to adjust to shifts and maintain alignment with the demands and expectations of its clients by implementing adaptable strategies and reacting to market developments.
- **Growth Dimension:** With a mean score of 4.30 and a standard deviation of 0.379, the responses to this dimension had a high mean score that demonstrated agreement with the items. The mean scores for the items of this dimension ranged from (3.96 to 4.40), with standard deviations between (0.493 and 0.857). All responses related to this dimension were positive, with a high level of agreement, indicating that the organization relies on a growth strategy to expand within the market.

● **Learning Dimension:** With an average score of 4.05 and a standard deviation of 0.41, the responses to this dimension showed a high level of agreement with the items. The items on this dimension had mean scores that varied from 3.97 to 4.07, with standard deviations ranging between 0.423 and 0.788. The high degree of agreement in the responses indicated that the organizations support learning strategies by encouraging departments and employees to share knowledge in order to improve organizational learning.

The responses received on this dimension had a high total mean score (3.91) with a standard deviation of (0.478), as can be seen above, indicating agreement with the items associated with strategic success.

6.3. Study on the Impact of Innovation Culture in Enhancing Strategic Success at Algérie Télécom, Souk Ahras Provincial Directorate.

• Presentation, Analysis, and Discussion of the Main Hypothesis Results:

After we have tested the normal distribution and analyzed the questionnaire items, we will now proceed to test the hypotheses by using multiple linear regression to test the main hypothesis and sub-hypotheses.

Before proceeding to test the study's hypotheses, we first answer the following question:

Is there a correlation between innovation culture (encouraging team collaboration, creativity and risk-taking, innovative leadership) in enhancing strategic success at Telecom Algeria Souk Ahras Provincial Directorate?

To verify the presence of a significant correlation between the study variables and their dimensions using Pearson's correlation coefficient, the following table illustrates this:

Table 06: Correlation between Innovation Culture and Strategic Success

		Encouraging Teamwork	Creativity & Risk Management	Innovative Leadership	Innovation Culture
Strategic Success	Correlation Person	0,559**	0,255*	0,340**	0,501**
	Sig	0,000	0,029	0,003	0,000

* Sig at 0,05

** Sig at 0,01

Source: Prepared by the researcher based on SPSS V.25 outputs

Based on the table above, there is a significant correlation between innovation culture and strategic success. The statistical significance value between innovation culture and strategic success is 0,000 which is lower than the accepted level of significance (0,05).

The results also revealed a statistically significant correlation between strategic success and most dimensions of innovation culture :

- **Encouraging Teamwork** : pearson colleration coefficient of 0.559 (significance level 0.000), indicating a strong and statistically significant positive colleration.
- **Creativity and risk Management** : pearson colleration coefficient of 0.255 (significance level 0.000), indicating a moderate and statistically significant positive colleration.
- **Innovative Leadership** : pearson colleration coefficient of 0.340 (significance level 0.000), indicating a moderate and statistically significant positive colleration.

Discussion of Results:

The results indicate a statistically significant relationship between innovation culture and strategic success, meaning that changes in one variable are likely to be associated with changes in the other. This reflects a mutual influence between them.

Based on the correlation results of the study model dimensions, the validity of the hypotheses was tested using Analysis of Variance (ANOVA). The following table presents the results:

Table 07: Model's Explanatory Power

Model Correlation and Determination Coefficients				
Model	Correlation Coefficient	R ² (Coefficient of Determination)	Adjusted R ²	Standard Error
1	0,598*	0,357	0,329	0,39212

Source: Prepared by the researcher based on SPSS V.25 outputs

From the statistics in the table above, the correlation coefficient value is 0.598, which indicates a moderately strong correlation between the independent variable (innovation culture and its dimensions) and the dependent variable (strategic success). The R² value of 0,357 shows that the independent variable explains 35,7% of the variation in the dependent variable, while the remaining 64,3% is due to other factors not included in the current model.

Table 08: Overall Model Significance Test ANOVA^a

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F Value	Sig
Regression	5,898	3	1,966	12,786	0,000*
Error	10,609	69	0,154		
Total	16,507	72	-		

* Sig at 0,05

** Sig at 0,01

Source: Prepared by the researcher based on SPSS V.25 outputs

The F-value is 12,786 at a significance level of 0,000 which is less than 0,05 this means that the calculated F is greater than the critical F, indicating that the overall model is statistically significant. In other words, innovation culture as a whole significantly affects strategic success.

Table 09: Partial Significance Test of the Model

Dependent Variable	Explanatory Dimension	Unstandardized Coefficients of the Model		Standardized Coefficients	T Value	Sig
		Unstandardized Coefficients B	Standard Error	Beta		
Strategic Success	(Constant)	1,902	0,332	-	5,731	0.000
	Encouraging Teamwork	0,608	0,119	0,678	5,096	0,000
	Creativity & Risk Management	-0,197	0,090	-0,348	-2,195	0,032
	Innovative Leadership	0,128	0,093	0,197	1,372	0,174

* Sig at 0,05

Source: Prepared by the researcher based on SPSS V.25 outputs

Sub-Hypothesis 1: There is no statistically significant effect between Encouraging teamwork and Strategic success in Algeria Telecom, Souk Ahras Provincial Directorate.

The significance value is 0,000 which is less than 0,05 so we reject the null hypothesis and accept the alternative. This means Encouraging teamwork significantly affects strategic success. The regression coefficient (B) for teamwork collaboration is 0.608, indicating that one unit increase in teamwork collaboration leads to an increase of 0.608 unit in strategic success, assuming other variables remain constant.

Discussion of Results:

The results confirm that the Encouraging teamwork contributes to enhanced creativity, effective knowledge-sharing, improved decision-making, higher employee morale, and increased operational efficiency of all which collectively lead to enhanced strategic performance.

Sub-Hypothesis 2: There is no statistically significant effect between Creativity & risk management and Strategic success in Algeria Telecom, Souk Ahras Provincial Directorate.

With a significance value of 0,032 which is less than 0,05, so we reject the null hypothesis and accept the alternative

Upon further interpretation of these statistics and with reference to the regression coefficient for this dimension, which was negative (-0.197), this may superficially indicate a negative effect of the creativity and risk management dimension, this does not necessarily mean that creativity and risk management hinder strategic success.

Discussion of Results:

Creativity and risk management play a crucial role in strengthening organizational competitiveness and strategic success. While creativity fosters innovative solutions that enhance efficiency and performance, effective risk management ensures proactive decision-making and supports innovation within controlled boundaries. Despite the negative coefficient found, this dimension should be interpreted as an area for improvement in practice rather than neglect, highlighting the need for clear mechanisms and structured policies to better integrate creativity and risk management in achieving strategic success.

Sub-Hypothesis 3: There is no statistically significant effect between Innovative leadership and Strategic success in Algeria Telecom, Souk Ahras Provincial Directorate.

The significance value is 0,174, greater than 0,05 so we accept the null hypothesis. Innovative leadership, as measured in this study, does not have a statistically significant effect on strategic success.

Discussion of Results:

The results reveal that innovative Leadership does not have a statistically significant impact effect on strategic success in the studied organization. Suggesting its limited application or weak presence within the organization. This may be stem from factors such as organizational structure, employee competence, or organizational

culture, as well as a gap between innovative leadership principles and their practical implementation.

7. conclusion :

The study conducted at Algeria Telecom – Souk Ahras Provincial Directorate has demonstrated that achieving excellence in a competitive work environment requires more than material and technological resources. Above all it necessitates an enabling internal climate and a strategic orientation grounded in innovative leadership, initiative risk management, and Encouraging Teamwork. One of the key insights drawn from this analysis is that organization oriented toward the future those that empowered their employees and foster change readiness are better equipped to cope with environmental volatility and more capable of sustaining long-term competitiveness.

Thus, the path to outstanding performance is not paved by conventional decisions; rather, it calls for a transformative mindset rooted in a firm conviction that real change begins from within. The true bet is not merely on tools or systems, but on individuals who can invent and guide them.

The empirical findings of this study provide strong evidence in support of this proposition, as demonstrated by the following results:

A. The results of multiple linear regression analysis reveal a statistically significant and positive effect of innovation culture on the strategic success of Algeria Telecom -Souk Ahras- Provincial Directorate. This finding underscores that fostering a flexible and initiative driven organizational culture serves as a cornerstone for sustaining competitive advantage, in line with the conclusions drawn by (Khfaji, 2009).

B. Encouraging Teamwork has a strong and significant effect on strategic success.

C. The dimension of Creativity and risk management showed a statistically significant negative impact on strategic success, reflecting a weakness in the organizational implementation of this dimension.

D. Innovative leadership does **not** have a significant effect, possibly due to weak implementation or lack of real impact.

E. The model explains 35,7% of the variation in strategic success. The rest (64,3%) is due to other external factors not included in the model.

F. The study also reveals a notable level of agreement among respondents regarding both innovation culture (mean = 3.59) and strategic success (mean = 3.91), reflecting a positive perception of the extent to which innovation practices are embedded and their tangible role in attaining organizational objectives.

G. This study constitutes a significant theoretical and empirical contribution to the Arabic Literature, addressing a clear research gap in innovation studies within the telecommunications sector. It presents a model that may be utilized by similar institutions seeking to achieve strategic success in rapidly changing environment.

In light of the findings, the study recommends the following:

A. Institutionalize innovation culture as a central organizational value by ensuring tangible commitment from top management through clear policies that foster innovation across all organizational levels.

B. Establish a structured and efficient idea management system that allows employees to freely express their suggestions, and initiatives supported by both financial and non financial incentives based on the added value of these contributions to overall performance.

C. Develop innovation oriented leadership capabilities through specialized training programs targeting middle and senior management, with a focus on design thinking, risk management, and participatory motivation techniques.

D. Design and implement precise key performance indicators (KPIs) that capture various aspects of collaboration, activate ideas, and revenue derived from adopted innovations. These KPIs should serve as a foundation for motivating employees by linking them to annual reward and incentive systems.

E. The need to enhance the mechanisms for employing creativity and risk management within the organization in a systematic manner to ensure their positive contribution to achieving strategic success.

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