journal of Alafak for Economic Studies **ISSN: 2571-9769**
pages 202 - 217

Volume: 10 / N°: 02
Anne : 2026

The Contribution of Organizational Culture in Supporting the Entrepreneurial Orientation in Business Organizations: A Case Study of Mobilis Company in El Oued Province

Felioune Mourad•

[1]Environmental Studies and Sustainable Development Laboratory
Sheikh Larbi Tebessi University, Tebessa
Mourad.felioune@univ-tebessa.dz

Djeddi Chawki

[2] Environmental Studies and Sustainable Development Laboratory
Sheikh Larbi Tebessi University, Tebessa
Ch.djeddi@univ-tebessa.dz

Received:12/02/2025 Accepted:17/11/2025 published: 31/01/2026

Abstract:

This research paper examines the significance of organizational culture in business organizations and its role in fostering entrepreneurial orientation, with a focus on Mobilis Company in El Oued Province. The study employs a descriptive-analytical approach, drawing on various scholarly sources to enhance the theoretical framework. Additionally, a questionnaire was used as the primary data collection instrument, targeting a sample of (25 employees).

The findings indicate that organizational culture has a significant influence on entrepreneurial orientation within the studied telecommunications company, particularly through the dimensions of consistency and adaptability. Conversely, the other dimensions did not demonstrate a statistically significant impact on entrepreneurial orientation.

Keywords: Organizational Culture, Entrepreneurship, Entrepreneurial Orientation, Business Organizations.

Jel Classification Codes: L26-M26-Z13

• **Felioune Mourad**

1. Introduction:

Organizational culture plays a vital and effective role in supporting all activities and operations within business organizations. This, in turn, contributes to fostering entrepreneurial orientation by promoting open communication, aligning the organization's culture with entrepreneurial objectives, and focusing on developing a culture that encourages creativity, calculated risk-taking, collaboration, and continuous learning.

1.1 Research Problem:

Organizations, regardless of their field of activity, strive to contribute to economic development and serve society by providing products and services to their customers. This is particularly evident in telecommunications companies, which seek to achieve customer satisfaction by leveraging their human and te chnological resources. Consequently, these companies continuously work on strengthening their organizational culture and achieving outstanding performance that ensures their sustainability and customer satisfaction in an increasingly competitive market. Their ultimate goal is to attain a leading position in the business sector.

Based on this premise, the research problem can be formulated as follows: **Does organizational culture contribute to supporting entrepreneurial orientation in business organizations?**

To address this question, several sub-questions arise:

- Does the participation dimension have a significant impact on supporting entrepreneurial orientation in the organization under study?
- Does the consistency dimension have a significant impact on supporting entrepreneurial orientation in the organization under study?
- Does the mission dimension have a significant impact on supporting entrepreneurial orientation in the organization under study?
- Does the adaptability dimension have a significant impact on supporting entrepreneurial orientation in the organization under study?

1.2 Research Hypotheses:

The main hypothesis of this study is as follows: **There is a significant correlation at the significance level (& ≤ 0.05) between organizational culture and entrepreneurial orientation in the business organization under study.**

From this main hypothesis, the following sub-hypotheses emerge:

- The participation dimension has a significant impact at the significance level (& ≤ 0.05) on supporting entrepreneurial orientation in the organization, as perceived by the study sample.

- The consistency dimension has a significant impact at the significance level (& ≤ 0.05) on supporting entrepreneurial orientation in the organization, as perceived by the study sample.
- The mission dimension has a significant impact at the significance level (& ≤ 0.05) on supporting entrepreneurial orientation in the organization, as perceived by the study sample.
- The adaptability dimension has a significant impact at the significance level (& ≤ 0.05) on supporting entrepreneurial orientation in the organization, as perceived by the study sample.

1.3 Significance of the Study:

This study aims to explore the role of organizational culture in supporting entrepreneurial orientation and to assess the extent to which cultural dimensions contribute to the success of this process.

1.4 Research Objectives:

The objectives of this study can be summarized as follows:

- To examine the current state of organizational culture and the emphasis on entrepreneurial orientation in Algerian telecommunications companies.
- To highlight the role of organizational culture in achieving and strengthening entrepreneurial orientation in telecommunications companies.
- To verify the validity of the correlation and impact between organizational culture and entrepreneurial orientation through statistical analyses.
- To provide recommendations and propose suggestions based on the study's findings for telecommunications companies nationwide.

1.5 Research Methodology:

Given the nature of the subject, this study adopts a descriptive-analytical approach to collect data and information regarding organizational culture and its contribution to entrepreneurial orientation. This was achieved through references and scientific studies related to the research topic.

For the empirical part, a questionnaire was used as the primary data collection tool. The collected data was then analyzed using SPSS (Version 25).

1.6 Temporal and Spatial Boundaries:

During the field study, 25 questionnaires were distributed to a sample of employees at the headquarters of Algeria Telecom in El Oued. The data collection took place from October 2, 2024, to October 7, 2024.

1.7 Previous Studies:

2. Organizational Culture:

2.1 Definition of Organizational Culture:

Organizational culture is widely recognized as a fundamental determinant of an organization's identity and the behavior of its members. While definitions vary among researchers, several key perspectives include:

- Martinez (2023): *"A pattern of shared basic assumptions learned by a group as it solves problems related to external adaptation and internal integration, which has worked well enough to be considered valid and thus taught to new members as the correct way to perceive and think about those problems."*
- Iskamito (2023): *"The way workers behave in organizations, representing a set of norms comprising shared beliefs, attitudes, core values, and behavior patterns within the organization."*
- S. Kantaburtra (2023): Introduced the concept of organizational culture for sustainability, defining it as an organizational culture particularly effective in delivering sustainable performance. This culture is characterized by distinct shared assumptions, values, and beliefs concerning sustainability challenges, influencing organizational behavior through decision-making and practices.

Although definitions differ, organizational culture can generally be understood as a set of shared values, beliefs, assumptions, attitudes, and behaviors that influence an organization's performance and competitiveness.

2.2 Dimensions of Organizational Culture:

According to Denison's model, organizational culture consists of four dimensions, each of which is evaluated using three key indicators:

2.2.1 Involvement Dimension:

This dimension reflects the degree of employee engagement in their work. A participative culture fosters a sense of ownership and responsibility, increasing capability and decision-making efficiency. Its key indicators include:

- Employee Empowerment: Granting individuals the authority and initiative to manage their tasks and achieve common goals, enhancing their sense of responsibility toward the organization.
- Employee Skill Development: Organizations benefit from investing in the growth and skill enhancement of their employees, ensuring their competitive advantage.
- Team Orientation: Emphasizing collaborative work to achieve objectives by leveraging collective skills and expertise.

2.2.2 Consistency Dimension:

This dimension refers to the establishment of values and systems that form the foundation of a strong organizational culture, providing a central source for integration, coordination, and control. A strong culture is built on a shared sy stem of values, beliefs, and symbols that are widely understood by all members of the organization (Daniel et al., 1999).

The key indicators of this dimension include: (Denison et al., 2006)

- Core Values: Employees share a set of values that foster a sense of identity and belonging within the organization.
- Organizational Agreement: Represents the organization's ability to reach consensus on critical issues and effectively resolve conflicts when they arise.
- Coordination and Integration: Employees, regardless of their roles or hierarchical levels, work collaboratively to ensure the achievement of common goals.

2.2.3 Mission Dimension:

This dimension represents the shared vision for the future that all members of the organization strive toward. The mission defines the organization's vision, strategic direction, and key objectives, ensuring that all employees are aligned to ward achieving them. It also emphasizes customer focus, innovation, and necessary transformation (Kabigting, 2019).

The key indicators of this dimension include: (Bouznit, previous reference)

- Strategic Vision: The organization's aspirations for its desired future state.
- Strategic Orientation: Clearly defined strategic intentions that outline the organization's objectives and clarify how each member can contribute to achieving these goals.
- Strategic Goals: A cohesive link between strategic objectives, the mission, and the strategic vision, providing every member with clear directives for their role.

2.2.4 Adaptability Dimension:

Internal integration and external adaptation can often be in conflict. However, adaptive organizations are those that are customer-driven, willing to take risks, and capable of learning from their mistakes. These organizations enhance their collective capabilities to deliver value to their customers (Denison, 2018).

The key indicators of the adaptability dimension include: (Denison et al.)

- Customer Focus: Reflects the organization's commitment to satisfying its customers by anticipating their future needs and fulfilling their expectations.
- Organizational Learning: The process of gathering signals from the external environment, analyzing and interpreting them, and translating them into opportunities for innovation, capacity development, and knowledge acquisition.

- Change Creation: The organization's ability to develop adaptive strategies to meet evolving demands, respond swiftly to emerging trends, and anticipate future changes.

2.3 The Importance of Organizational Culture

The importance of organizational culture lies in its impact on individuals and the overall performance of organizations. As one of the fundamental components of any organization, it has gained significant value among leaders due to its far-reaching effects. Some of its key roles include:

- **A Guiding Framework:** Organizational culture serves as a guide for management and employees, directing them toward appropriate behaviors and relationships. Its importance stems from its role in guiding individuals and activities within the organization toward achieving its mission and objectives. Additionally, it facilitates adaptation between the organization and its external environment by informing employees about the expectations and requirements of external stakeholders (Taleb & Aissani, 2019).
- **A Strong and Stable Foundation:** Organizational culture acts as a solid foundation for organizations to navigate rapid market changes, economic integrations, and institutional mergers. It aligns individual aspirations with organizational goals through shared values, making employees' personal fulfillment tied to the organization's success. Conversely, a weak or negative organizational culture can lead to organizational decline and market exit (Quraishi, 2017).
- **A Source of Distinction and Pride:** Organizational culture differentiates an organization from its competitors and fosters a sense of pride among employees, especially when it emphasizes values such as innovation, creativity, excellence, and leadership (Dahmani, 2018).
- **A Framework for Employee Behavior:** It shapes employee behaviors and actions, influences organizational performance, and fosters innovation. A strong culture considers employees as partners and members of a unified family, emphasizing the importance of shared values, high-performance standards, mutual respect, participation, and idea-sharing (Dassi, 2014).

3. Entrepreneurial Orientation

3.1 Concept of Entrepreneurial Orientation in Business

Organizations, regardless of their type or objectives, strive for growth, sustainability, and leadership in their respective industries.

The concept of entrepreneurship dates back to Austrian economist Joseph Schumpeter, who defined an entrepreneur as:

"A person who has the will and ability to develop a new idea or invention into a successful innovation." (Tali, 2018).

This definition highlights that entrepreneurs drive long-term economic growth by creating new products and business models, which in turn foster the development of entrepreneurial organizations.

An entrepreneurial organization is defined as:

"An organization that adopts something of value, exploits opportunities based on available resources, and operates within a defined vision while considering risk assessment." (Al-Sakarnah, 2008).

Entrepreneurship can also be defined as:

"One of the strategic orientations of an organization, based on modernity and the exploitation of new market opportunities, relying on key differentiating factors such as innovation, risk-taking, competitiveness, and proactiveness." (Ali Younes & Isbar, 2022).

The concept of entrepreneurship involves breaking away from conventional products and processes. It requires not only innovation but also strategic resource allocation. Entrepreneurs should not imitate others but rather create new structures and models that challenge customer acceptance through a blend of entrepreneurial orientation (Butler, 2021).

The key dimensions of entrepreneurial orientation include:

- Innovation
- Proactiveness
- Risk-taking

Additionally, entrepreneurial orientation has been defined as:

"A set of processes, practices, decisions, activities, and resources that enhance an organization's performance through autonomy, proactive innovation, and maintaining competitive positioning." (Al-Kalabi, 2012).

Based on the above, entrepreneurial orientation represents an organization's efforts to identify new opportunities or develop solutions to meet the demands of a rapidly changing environment, ensuring competitiveness and leadership.

2.2 The Importance of Entrepreneurial Orientation for Organizations

Entrepreneurial orientation contributes to establishing organizations with new business models, directions, and risks. It drives organizations toward better performance and greater entrepreneurial success by enhancing their ability to adapt and innovate. The significance of entrepreneurial orientation in business organizations is evident in the following aspects (Khudair, 2017):

- It helps organizations understand how to handle threats and competitive risks in a dynamic business environment.
- It enables organizations to stay aligned with developments and avoid stagnation.

- It enhances organizations' ability to adapt to environmental changes by adopting proactive strategies.
- It leads to higher profitability and greater organizational commitment (Dahesh, 2013).

2.3 Pillars of Entrepreneurial Orientation

As organizations pursue creativity and abandon outdated practices in favor of innovation and experimentation to develop new products, services, or improved processes, they focus on several key pillars of entrepreneurial orientation, including:

1. Innovativeness (Creativity)

Innovation refers to an organization's willingness and ability to break away from conventional conditions and constraints by creating a space for new ideas and experimentation. The goal is to think creatively, leading to the launch of new products, market expansion, and improvements in services and processes (Nader et al., 2022).

2. Proactiveness

Proactiveness represents an organization's ability to anticipate future demand and its willingness to take the lead in responding to customer needs and preferences. This is achieved by leveraging past experiences and available data to develop new business strategies and create innovative products (Al-Shuja' & Jamal Darham, 2021).

3. Risk-Taking

Risk-taking refers to management's willingness to allocate substantial resources and invest in new opportunities while embracing entrepreneurial creativity in uncertain environments (Al-Absi & Ghabash, 2022).
For an organization to effectively implement creative ideas, risks must be calculated and well-studied, ensuring continuous improvement, opportunity exploitation, and overcoming potential threats (Shuaib, 2021).

4. Competitive Aggressiveness

Competitive aggressiveness describes how organizations respond to existing competitive trends and demands in the market. It reflects the organization's willingness to directly challenge competitors. Competitive aggressiveness manifests in two key strategies:

- Offensive strategy: Taking bold initiatives and aggressively entering new markets.
- Defensive strategy: Reacting assertively to competitive threats through countermeasures (Malik Al-Naeem et al., 2022).

5. Organizational Flexibility

Organizational flexibility refers to an organization's ability to adjust to internal changes and external developments that have a tangible impact on its operations. This is achieved by redesigning organizational structures or administrative functions to enhance responsiveness, drive superior performance, and maintain competitive advantages. Ultimately, flexibility fosters entrepreneurial activities and value creation (Abdu, 2019).

3. The Contribution of Organizational Culture to Supporting Entrepreneurial Orientation in Business Organizations

Organizational culture influences various aspects of organizations, particularly entrepreneurial orientation. The following sections illustrate how culture supports different dimensions of entrepreneurial orientation through its impact on:

Figure 1: Key Aspects of Organizational Culture's Impact on Entrepreneurial Orientation



Source: Compiled by researchers based on previous studies.

13. The Relationship Between Organizational Culture and Commitment:

Organizational culture serves as a structural framework for its members and a guiding reference for their behaviors and actions. It influences the level of commitment and discipline within the organization. A strong organizational culture can support individuals and make them more willing to achieve the organization's vision and goals.

23. The Relationship Between Organizational Culture and Knowledge Building & Creativity:

Organizational culture encourages the sharing and transfer of knowledge among

employees. Additionally, creative individuals contribute their ideas and innovations, strengthening the organization's position against competitors.

33. The Relationship Between Organizational Culture and Competitive Advantage:

Organizations operate in a highly complex competitive environment and interact with external stakeholders, including suppliers, customers, distributors, competitors, and governmental bodies. All these entities influence the organization's performance and objectives. A strong organizational culture supports adaptation to environmental changes and developments while ensuring a larger market share and a broader customer base.

43. The Relationship Between Organizational Culture and Outstanding Performance:

Discussing an entrepreneurial approach begins with addressing the prevailing performance quality, which is significantly influenced by organizational culture. Organizational culture shapes individuals' habits, ways of thinking, and creativity within the organization, thereby achieving goals efficiently and effectively. The stronger the organizational culture, the stronger the performance, ultimately leading to organizational success and the achievement of outstanding performance, reflecting the entrepreneurial vision that business organizations aspire to achieve.

Field Study: 4

4.1 Study Population and Sample:

The study population consists of employees of Mobilis Company in El Oued. A random sample of 25 employees was selected.

4.2 Data Collection Tool:

A questionnaire was used to collect data from the research sample. After reviewing the responses, all questionnaires were accepted as they met the criteria for valid answers, resulting in a 100% response rate. The study utilized a five-point Likert scale to measure the degree of agreement, ranging from 1 to 5: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.
The mean values were then calculated to determine response trends based on the following interpretation:

- Mean values between 1.00 and 1.79 indicate a very low level.
- Mean values between 1.80 and 2.59 indicate a low level.
- Mean values between 2.60 and 3.39 indicate a moderate level.
- Mean values between 3.40 and 4.19 indicate a high level.
- Mean values between 4.20 and 5.00 indicate a very high level.

4.3 Statistical Analysis:

The study relied on:

- The SPSS v25 statistical software to process and analyze the data, which included two variables:
    - Entrepreneurial Orientation (8 statements)
    - Organizational Culture (36 statements)

Axes	Number of Statements	Cronbach's Alpha
Organizational Culture	36	0.954
Entrepreneurial Orientation	8	-

- **Cronbach's Alpha Reliability Coefficient:** Used to measure the reliability of the research instrument, as shown in the following table:

Table 02: Prepared by the researchers based on SPSS v25 outputs.

From the results in Table 02, the overall Cronbach's Alpha coefficient is 0.954, which indicates a high level of reliability for the study.

4.4 Descriptive Statistical Analysis

4.4.1 Personal and Job-related Data:

This section presents the descriptive statistical analysis of the personal and job-related data of the study sample from the telecommunications company. The results are represented in the following table:

Variable	Frequency	Percentage
Gender		
Male	20	80%
Female	5	20%
Age		
Under 30 years	0	0%
30 - 40 years	7	28%
41 - 50 years	17	68%
Over 50 years	4	16%
Educational Qualification		
Secondary	0	0%
Technical/Advanced Technical	6	24%
Bachelor's & Master's	17	68%
Postgraduate Studies	2	8%
Current Position		
Executive Staff	12	48%
Supervisor	3	12%
Manager	9	36%
Senior Manager	1	4%
Years of Experience		

Variable	Frequency	Percentage
5 years or less	0	0%
6 - 10 years	4	16%
11 - 20 years	20	80%
More than 20 years	1	4%

Table 03: Prepared by the researchers based on SPSS v25 outputs.

The analysis of the above table reveals that the majority of respondents are male, representing 80% of the total sample, while females constitute 20%, reflecting the relatively low presence of women in the company.

Regarding age groups, 28% of respondents fall within the 30–40 years category, 68% are between 41–50 years, and 16% are over 50 years old. This distribution indicates that the company primarily consists of middle-aged employees.

In terms of educational qualifications, 24% hold a technical or advanced technical diploma, 68% have a university degree, and 8% hold postgraduate qualifications. This suggests that the majority of employees in the sample possess university degrees or vocational training qualifications.

As for the current job positions, 48% of respondents are executive staff, 12% are supervisors, 36% are managers, and 4% hold senior managerial positions. This indicates that most respondents are either executive staff or managerial employees.

Regarding professional experience (tenure), 16% have worked between 6 to 10 years, 80% have between 11 to 20 years of experience, and only 4% have more than 20 years of experience. This demonstrates that the company attracts and retains qualified talent.

Descriptive Statistical Analysis of Study Axes and Dimensions

The descriptive statistical analysis of the study's key axes and dimensions for the telecommunications company sample is represented in the following table:

Dimension	Mean	Standard Deviation	Importance Rank
Axis 1: Organizational Culture			
P articipation	3.7289	0.54723	1
Consistency	3.4356	0.44087	3
Mission	3.3467	0.66614	4
Adaptability	3.5244	0.49744	2
Axis 2: Entrepreneurial Orientation	**3.9333**	**0.5656**	-

Table 04: Prepared by the researchers based on SPSS v25 outputs.

From Table 04, and based on the study scale, the organizational culture axis shows that participation ranked first in importance, with a mean score of 3.728 and

a standard deviation of 0.547. According to the study scale, this indicates a high level of acceptance for this dimension.
Adaptability ranked second in importance, with a mean score of 3.524 and a standard deviation of 0.440, also indicating a high level of acceptance.
Consistency was ranked third, with a mean score of 3.435 and a standard deviation of 0.43042, reflecting a high level of acceptance among respondents.
Mission ranked fourth in importance, with a mean score of 3.346 and a standard deviation of 0.666, indicating a moderate level of acceptance according to the study scale.
For the entrepreneurial orientation axis, it obtained a mean score of 3.933 with a standard deviation of 0.5656, indicating a high level of acceptance among the study sample.

4.4.2 Hypothesis Testing:

The following table presents the results of hypothesis testing:

Models and Hypothesis Testing Results

Model	Coefficient B	R-Square	Effect	Sig	Statistical Significance
Participation	$Y_1 = 0.976 + 0.696X$	$B_0 = 0.140, B_1 = 0.135$	0.223	Pos	0.539
Consistency	$Y_2 = 1.895 + 0.455X$	$B_0 = -0.938, B_2 = -0.731$	0.289	Neg	0.004
Mission	$Y_3 = 1.663 + 0.502X$	$B_0 = 0.448, B_3 = 0.528$	0.221	Pos	0.560
Adaptability	$Y_4 = 1.346 + 0.584X$	$B_0 = 0.711, B_4 = 0.625$	0.244	Pos	0.009

Table 05: Prepared by the researchers based on SPSS v25 outputs.

Analysis of Table 05

- The Participation dimension has a positive effect, as indicated by the coefficient $B_1 = 0.135+$. However, the calculated Sig (0.539) is greater than (0.05), meaning the effect is not statistically significant, with an R-Square of 22.3%, which explains the independent variable's influence on the dependent variable.
- The Consistency dimension has a negative effect, with $B_2 = -0.731$. The calculated Sig (0.004) is less than (0.05), indicating a statistically significant effect, with an R-Square of 28.9%.
- The Mission dimension has a positive effect, with $B_3 = 0.528+$, but the calculated Sig (0.560) is greater than (0.05), meaning the effect is not statistically significant, with an R-Square of 22.1%.
- The Adaptability dimension has a positive effect, with $B_4 = 0.625+$. The calculated Sig (0.009) is less than (0.05), meaning the effect is statistically significant, with an R-Square of 24.4%.

4.5 Hypothesis Testing Results

Based on the study findings:

- There is an acceptable correlation between organizational culture and entrepreneurial orientation within the company.
- There is no statistically significant relationship (& ≤0.05) between the Participation dimension and entrepreneurial orientation within the company.
- There is a statistically significant relationship (& ≤0.05) between the Consistency dimension and entrepreneurial orientation within the company.
- There is no statistically significant relationship (& ≤0.05) between the Mission dimension and entrepreneurial orientation within the company.
- There is a statistically significant relationship (& ≤0.05) between the Adaptability dimension and entrepreneurial orientation within the company.

5. Conclusion

The field study conducted on a sample of employees at Mobilis – El Oued branch indicates that organizational culture plays a significant role in supporting entrepreneurial orientation within the company, particularly through the Consistency and Adaptability dimensions. This confirms the effectiveness of these two dimensions in fostering entrepreneurial orientation. Conversely, the other dimensions had a weak impact and did not contribute significantly to entrepreneurial orientation due to the lack of empowerment and the unclear entrepreneurial mission of the organization.

6. Recommandations & Suggestions

- Encourage employees to actively participate by sharing their ideas and suggestions within the company and provide moral incentives to enhance their skills and contribute to the company's success.
- Promote teamwork within the company to facilitate knowledge-sharing, reduce professional errors, and leverage collective expertise.
- Clarify the company's strategic vision to employees, providing them with a clear guideline for their actions and behaviors within the organization.
- Raise employee awareness about the importance of entrepreneurial orientation, especially in light of intensifying competition and external environmental fluctuations.
- Enhance leadership roles within the company, emphasizing the significance and value of entrepreneurial orientation and how both employees and the company can benefit from it.

Références

- Abdu, M. A. (2019). ***The Role of Entrepreneurial Orientation Dimensions in Achieving Strategic Flexibility in the Egyptian Textile Sector: A Comparative Field Study***. *Journal of Financial and Commercial Research, 03*, p. 14.
- Al-Absi, A., & Ghabash, E. (December, 2022). ***Human Capital and Its Role in Achieving Entrepreneurial Orientation: A Case Study of El Oued University.*** *Journal of Economic Development, 02*, p. 50.
- Al-Kallabi, A. N. (2012). ***The Role of Entrepreneurial Orientation in Customer Perception of Service Quality: An Exploratory Study of a Sample of Managers in the Tourism Sector in Najaf Governorate.*** Master's Thesis, Business Administration Department, University of Kufa, Iraq, p. 43.
- Bouznit, K. (2023). ***The Impact of Organizational Culture on Organizational Loyalty: A Field Study on Some Ports.*** Doctoral Dissertation in Management Sciences, Human Resource Management Specialization, University of Mohamed Seddik Ben Yahia, Jijel, p. 67.
- Bouznit, K. (n.d.). ***Previous Reference***. p. 68.
- Butler, E. (2021). ***Introduction to Entrepreneurship*** *(Vol. 1).* (Translated by Mohammed Mutee). *Scientific Research Center.*
- Dahmani, Z. (2018). ***Knowledge Management as an Approach to Studying the Impact of Organizational Culture on Enhancing Organizational Competitiveness: A Case Study of Mobilis and Ooredoo Companies.*** Doctoral Dissertation in Management Sciences, Organization Management Specialization, University of Boumerdes, p. 100.
- Dahsh, J. I. (2013). ***The Role of Strategic Orientation in Entrepreneurial Vigilance in Educational Organizations.*** *03*, p. 79.
- Daniel, A., & All, A. (1999). ***Denison Organizational Culture Survey***. Washington: Facilitator Guide, Denison Consulting.
- Dassi, W. (2014). ***The Impact of Organizational Culture on Knowledge Management: A Study on a Sample of Algerian Economic Institutions.*** Doctoral Dissertation in Management Sciences, University of Biskra, p. 97.
- Denison, D., & All, D. O. (2006). *Diagnosing Organizational Culture: Validating a Model and Method.*
- Denison, D. (2018, February). *Corporate Culture and Organizational Effectiveness. Academy of Management Review*, p. 208.
- Iskamito, D. (2023). ***Organizational Culture and its Impact on Employee Performance***. *01*, p. 48.
- Kabigting, F. (2019, April). ***The Denison Organizational Culture Survey: A Culture Measurement Critique.*****Kantaburta,** S. (2023). *Toward a Sustainability Organizational Culture Model.*
- Kharboutli, A. (2018). ***Entrepreneurship and Small and Medium Enterprises Management.*** Syria: Syrian Virtual University.
- Khudair, Z. M. (2017). ***Entrepreneurial Orientation and Its Impact on Organizational Excellence.*** *Anbar Journal of Economic and Administrative Sciences, 18*, p. 285.

- Martinez, N. (2023). ***The Impact of Organizational Culture on Leadership Strategies in Crisis Management.*** *International Multi-Disciplinary Journal of Education, 05*, p. 465.
- Malik Al-Naeem, M. A., et al. (2022). ***Entrepreneurial Trends and Their Role in Achieving Superior Performance: A Case Study of Iraqi Ministry of Transport Companies***. *Arab Journal of Scientific Publishing*, p. 106.
- Nader, N., et al. (2022). ***The Impact of Entrepreneurial Orientation on the Profitability of Banks Listed in the Damascus Parallel Securities Market.*** *Tishreen University Journal for Economic and Legal Sciences, 01*, p. 199.
- Quraishi, N. (2017). ***The Impact of Organizational Culture on Human Resource Performance.*** *Journal of Human and Social Sciences, 30*, p. 432.
- Shuaib, M. M. (2021). ***The Role of Entrepreneurial Orientation in Achieving Competitive Advantage in Egyptian Hotels***. *Arab Universities Union Journal for Tourism and Hospitality, 01*, p. 27.
- Taleb, S., & Aissani, N. E. (2019). ***Organizational Culture: Formation Mechanisms and Practice Dimensions.*** *Journal of Social Sciences, 32*, p.
- Younis, M. A., & Isber, L. (2022). ***The Role of Organizational Culture in Achieving Entrepreneurial Orientation for Organizations: A Field Study on "Kanar" Manufacturing Company.*** *Tishreen University Journal for Economic and Legal Sciences, 04*, p. 225.