

العلاقة بين الثقافة التنظيمية وريادة الأعمال التنظيمية في مؤسسات التعليم العالي
الفلسطينية

**The Relationship Between Organizational Culture and Organizational
Entrepreneurship in Palestinian Higher Education Institutions**

يوسف حسين، طالب باحث/ تخصص إدارة أعمال، الجامعة العربية الأمريكية - جنين، فلسطين

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المخلص:

تناولت هذه الدراسة العلاقة بين الثقافة التنظيمية وريادة الأعمال التنظيمية في مؤسسات التعليم العالي الفلسطينية. واستخدمت المنهج الوصفي القائم على تحليل مشكلة البحث واستخدام أداة مناسبة لجمع البيانات والمعلومات. يتكون مجتمع الدراسة من جميع العاملين في مؤسسة التعليم العالي الفلسطينية، وقد تم اختيار عينة عشوائية من (٢٥٠) موظفًا من موظفي مؤسسة التعليم العالي الفلسطينية لجمع البيانات. قام الباحث بتصميم وإعداد الاستبانة بصيغتها النهائية، وبصورة تغطي جميع متغيرات الدراسة. توصلت الدراسة إلى وجود أثر ذي دلالة إحصائية عند مستوى الدلالة ($\alpha \leq 0.05$) للثقافة التنظيمية (القيم التنظيمية، المعتقدات التنظيمية، القواعد التنظيمية، التوقعات التنظيمية) على ريادة الأعمال التنظيمية في مؤسسات التعليم العالي الفلسطينية. وتقتصر الدراسة المتابعة المستمرة من قبل الإدارة العليا لتعزيز التوجه الريادي، ونشر ثقافة تنظيمية تشجع القدرات الإبداعية، وتعميق الوعي، وزيادة قنوات التواصل للعاملين لمشاركة آرائهم وأفكارهم. وهذا من شأنه أن يؤدي إلى الاستخدام الأمثل واتخاذ قرارات رشيدة في تطبيق التوجه الريادي.

الكلمات المفتاحية: الثقافة التنظيمية، الريادة التنظيمية، مؤسسات التعليم العالي، فلسطين.

Abstract:

This study investigated the relationship between organizational culture and organizational entrepreneurship in Palestinian higher education institutions. The descriptive technique was used based on the analysis of the research issue and the use of an appropriate tool for data and information gathering. The study population is made up of all employees at the Palestinian higher education institution. (250) employees of the Palestinian Higher Education Institution, a random sample of which made up the data, were used in the data collection. The researcher designed and prepared the questionnaire in its final form and in a form that covers all the study variables. The study found that there is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational culture (organizational values, organizational beliefs, organizational rules, organizational expectations) on organizational entrepreneurship in Palestinian higher education institutions. The study suggests continuous follow-up by senior management to enhance entrepreneurial orientation, spreading an organizational culture that encourages creative capabilities, deepening awareness, and increasing communication channels for workers to share their voices and ideas. This will lead to optimal utilization and rational decision-making in applying entrepreneurial orientation.

Keywords: *Organizational Culture, Organizational Entrepreneurship, Higher Education Institutions, Palestinian.*

Introduction

Organizations deal with more complex and dynamic business environments punctuated by intense competition, so these organizations are seeking to promote organizational entrepreneurship (Mia et al., 2022). Due to globalization and the rapid development of information technology, this new reality forced organizations to take care of organizational entrepreneurship. In order to be able to survive and achieve the competitive advantage that requires access to excellence, creativity and innovation (Kalamaki et al., 2021).

On the other hand, the importance of culture stands out in shaping and highlighting the organization's personality, values, beliefs and customs (Assoratgoon & Kantabutra, 2023). It determines the behavior of working individuals, their ideas, attitudes, and behavior, and constitutes the various basic features that distinguish the organization from other organizations. It also contributes to the formation of a set of common values, customs and beliefs among the workers in the same organization, and in the light of which the organization's behavior, identity and method of work are determined (Moslehpour et al., 2022). In order for new members to feel a sense of belonging and ensure the organization's survival, the organizational culture must be acquired by them. It is one of the parts of the organization's identity and is expressed in the way individuals think and the way activities are carried out (Rhima, 2022).

Given the importance of higher education institutions and the diversity of workers and employees, this also led to the diversity of the work environment, and this diversity creates a kind of intense competition (Alkadash, 2020). This made higher education institutions, to develop visions and goals that seek to meet the needs and desires of society, keep pace with change, and achieve better performance by caring for workers, developing their level, and adapting to developments in the modern business environment (Cao & Shi, 2021).

In light of the developments taking place in higher education institutions, in light of the competition between these institutions, and the pursuit of each of them for excellence and leadership in order to gain more students, and in light of changing and complex environmental conditions, the importance of understanding and recognizing their administrations of the role of organizational culture in its various dimensions in developing and strengthening organizational entrepreneurship is highlighted.

1. Review of Literature

2.1 Organizational Culture

Since culture has emerged as one of the most crucial areas of management in the organization and organizational behavior, experts in management, organization, and organizational behavior are aware of the significance of culture and its positive impact on social life (Khan et al., 2020). This is due to its importance and its positive role in the development of the organization and its endeavor to define its characteristics and nature through concepts that are formulated in accordance with their intellectual orientations (Masouda and Muammar, 2021). Invented, found, or produced by a group of employees in the organization, organizational culture is a pattern of fundamental assumptions that have been sufficiently presented for these assumptions to be accepted as true, and it is taught to new members to facilitate their integration into the organization, and through it they learn how to deal with problems of external adaptation and achieve The interior integration (Kimata & Itakura, 2021).

Organizational culture is a set of common values, beliefs, norms, and expectations that shape the behavior in the organization through the commitment of individuals to apply these shared values, beliefs, norms, and expectations, and practice them in a way that distinguishes the organization from other institutions (Shahriari et al., 2023). The establishment of an organizational culture requires the participation of individuals in its formation through the processes of interaction and integration within the framework of formal and informal work relations (Bermeo & Perez, 2023).

Organizational culture is the link that unites the efforts of working individuals, and works to strengthen their relationships, through the values and knowledge that you share with the working individuals, which in turn affects the performance of the workers positively to advance them towards excellence (Komu & Kibe, 2019). There are a set of dimensions of organizational culture, which are:

Organizational Values

Values are decisions made collectively by the members of a particular social organization about what is preferable or unpleasant, good or terrible, and significant or inconsequential. Organizational values are those that prevail on the job or in the workplace, and they influence how employees behave in specific situations. Organizational values include things like respect for others, time management, employee equity, and performance (Isensee et al., 2020; Mia et al., 2022).

Organizational Beliefs

Organizational beliefs represent common viewpoints on the purpose of work, office culture, how work is carried out, and shared organizational duties (Christensen et al., 2020). As a result, it is people's fundamental beliefs that shape their behavior and attitudes, define their success, and enable them to meet the fundamental requirements for effective performance. Despite this, beliefs exist, they are with him, and they differ from person to person in terms of their size or level of adherence to them. These beliefs include the necessity of participation in decision-making as well as the value of collaboration and how it affects the accomplishment of organizational objectives (Al-Kurdi et al., 2020).

Organizational Norms

Because they are advantageous to the firm, the personnel of the company follow these standards. As they are tangible, have a source in the society in which the organization's members live, and are advantageous to the organization and the workplace, these norms are intended to be unwritten and must be followed, put into practice, and upheld (Liu & Kunarak, 2019). All employees must be eager to apply and adhere to them in order to ensure the success of work (Jubouri, 2019). It is also seen as a set of standards that govern the nature of work within the organization. Over time, these standards form a significant part of organizational culture.

Organizational Expectations

It is the many expectations that an individual has from the organization, or vice versa. What the organization expects of the individuals who work for it during the time that the individual works there. In return, the company wants him to give everything he has or to follow the laws and regulations of the organization, and you can expect innovation from him that differs according to the organization, individuals, desires, and aspirations (Kharmoush and Bahri, 2021).

2.2 Organizational Entrepreneurship

Compared to other companies, an entrepreneurial company is unique. It is inventive and helps the organization's members by fostering the development of their capacities and abilities. Innovative, imaginative, and visionary companies make up entrepreneurial organizations. They use several adaptable methodologies and have long-term planning (Ziviar et al., 2017). Organizational members are encouraged and supported to be creative, adventurous, and proactive by these organizational traits (Azma et al., 2019).

Entrepreneurial businesses are flexible and adaptable, in contrast to bureaucratic and deterministic enterprises. The frequency and intensity of entrepreneurship as well as the essential qualities of innovation, risk-taking, and initiative are measured by the Entrepreneurial Performance Index (EPI) (Ferreira et al., 2020). The Corporate Entrepreneurship Assessment Instrument (CEAI), developed by Kuratko and colleagues (1990), is a diagnostic tool for determining how supportive the corporate environment is. It is based on management support of organizational entrepreneurship, work discretion, rewards and reinforcements, time availability, and organizational boundaries.

Invoking translation theory, Clausen (2020) sees opportunity formation as a translation process taking place over time between three interconnected but distinct entities: project proposals, performative ideas, and claimed ideas (which are abstract entrepreneurial ideas). While alleged and performative concepts are under the conceptual thinking and entrepreneurship umbrella, project offerings fall under the actual business and entrepreneurial labor umbrella. The model divides the process of creating a tangible representation of the entrepreneurial idea in time and space (performance) through vertical translation and synthesis from learning about the apparent abstract nature of the entrepreneurial idea itself through lateral translation and abstraction.

2. Hypotheses Development

“According to Abdullah et al. (2017), organizational culture has a positive and significant impact on entrepreneurship traits as well as a positive and significant impact on an enterprise's competitive advantage. In connection with this, organizational culture can be seen as a common meaning system adopted by members of an organization that sets it apart from other organizations. This organization's core values are represented by a system of common significance.”

“Rashedi (2019) asserts that corporate culture has an impact on how individuals and groups interact with one another, customers, and stakeholders. Furthermore, organizational culture may influence how strongly employees identify with a company. Corporate entrepreneurship is the entrepreneurial process within the company, allowing all employees to continually, quickly, and comfortably carry out independent activities in the core organization without being penalized. When an individual or group within an organization engages in entrepreneurial activities, we might say that organization is entrepreneurial.”

“Adhocracy culture and clan culture only had a substantial impact on entrepreneurial orientation, according to Riaz (2019), if entrepreneurial leadership style served as a mediator. This showed that mentorship and the development of creative solutions were heavily reliant on entrepreneurial leadership style. However, with the mediation of entrepreneurial leadership demonstrating a lack of external emphasis towards the market, the association between market culture and entrepreneurial orientation became irrelevant. In hierarchical culture, the role of entrepreneurial leadership style is still important to promote entrepreneurial orientation and propose a greater level of internal concentration and control. This study will assist practitioners and researchers in comprehending the entrepreneurial leadership style from various organizational vantage points to foster entrepreneurial orientation.”

Establishing an entrepreneurial culture within the firm is one of the most fundamental tools and tactics for creating new ideas and entrepreneurship. According to Kalamaki et al.'s (2021) findings, organizational entrepreneurship and organizational culture have a favorable and substantial link. Therefore, it is advised to make decisions that focus on organizational culture and to take action to align people's values and norms with organizational culture and organizational entrepreneurship.

Researchers and practitioners have long been interested in the impact that organizational culture (OC) has on entrepreneurial orientation (EO). However, there are still conflicting findings regarding how OC affects EO. The outcome of Rostain (2021) first demonstrates that, in contrast to popular belief, there are numerous organizational cultures that have a favorable impact on EO. Adhocracy, Market, and Clan all contribute to the success of EO. Second, although if each of these OC kinds benefits EO, the effects on its three main components—innovativeness, risk-taking, and proactiveness—may differ. Where, Mirzai et al. (2022) indicated that there is a positive and significant relationship between the components of Organizational Culture and those of organizational Entrepreneurship of employees.

Mia et al. (2022) came up with a number of conclusions, the most significant of which is that when a company lacks the organizational culture required to increase employee loyalty and belonging to his work, it must quickly find alternate solutions to the issues it faces. Additionally, there is no statistically significant link between entrepreneurial direction and values, beliefs, or organizational norms. Organizational expectations and entrepreneurial orientation do have a statistically significant link, but it is a very shaky one. Although there is a small correlation between organizational culture and entrepreneurial inclination, the correlation is statistically significant.

Based on the above, the following hypotheses can be reached:

H1: “There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational culture on organizational entrepreneurship in Palestinian higher education institutions.”

H1.1: “There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational values on organizational entrepreneurship in Palestinian higher education institutions.”

H1.2: “There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational beliefs on organizational entrepreneurship in Palestinian higher education institutions.”

H1.3: “There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the organizational rules on organizational entrepreneurship in Palestinian higher education institutions.”

H1.4: “There is a statistically significant effect at the level ($\alpha \leq 0.05$) of organizational expectations on organizational entrepreneurship in Palestinian higher education institutions.”

3. Research Methodology

The use of descriptive and analytical techniques helped to answer the study's objectives and questions. The descriptive technique was used based on the analysis of the research issue and the use of an appropriate tool for data and information gathering. The goal of the study is to look into the relationship between the study's dimensions and its variables by processing and evaluating the collected data, testing hypotheses, and coming to the study's conclusions. Also, in light of such facts, make sensible recommendations.

The research population is defined as the group to whom the researcher aims to generalize the study's findings and includes all individuals with particular characteristics (Fraenkel et al. 2018). The study population is made up of all employees at the Palestinian higher education institution. (250) employees of the Palestinian Higher Education Institution, a random sample of which made up the data, were used in the data collection. As a research tool, a questionnaire that was specifically created for this study was employed. A total of 174 questionnaires (69.6%) from the study's sample as a whole were collected electronically utilizing Google Forms. After gathering the data with the help of the questionnaire, it was examined using the social sciences statistical package (SPSS).

The majority of the employees at the Palestinian Higher Education Institution are female, and the most prevalent age group is young (between 30 and 40 years old) with a bachelor's degree, according to the demographic analysis of the study sample. Because they have an average number of years of experience, the respondents are qualified to respond to the questionnaire and complete the objective study.

4. Study Tool

After reviewing the literature and previous studies related to the subject of the study and finalizing the definition of the study problem, its questions, and its hypotheses, the researcher designed and prepared the questionnaire in its final form and in a form that covers all the study variables. The questionnaire was prepared in a series of stages. The study tool was presented to a group of arbitrators. Experienced and specialized in the field of business administration in Jordanian universities, with the aim of judging its validity as a data collection tool to verify the apparent validity of the study tool.

As for the stability of the study tool, Cronbach's Alpha was adopted for internal consistency in order to ensure the validity of the questionnaire as a tool for all the data needed for the current study. Table No. (1) shows the results of Cronbach's Alpha test:

Table No. (1): Cronbach's internal consistency coefficient alpha

No	Dimension	Cronbach Alpha	Number Of Paragraphs
1	organizational values	0.834	5
٤	organizational beliefs	0.809	5
٣	organizational rules	0.760	5
٤	organizational expectations	0.863	5
Organizational Culture		0.934	20
Organizational Entrepreneurship		0.893	15

Table (1) shows that the stability and consistency coefficients of the study tool and its fields are considered sufficient indicators for the purposes of adopting the study tool in its final application, as it was found that the stability coefficient is greater than 60%, as it is considered a high stability coefficient, and the stability is considered good whenever the values are 80% or more, Accordingly, all the stability coefficients referred to in the previous table are considered higher than this percentage, as they ranged between (0.760-0.934), and this is due to the experience and knowledge of the sample members with the subjects of the study.

5. Data analysis results

The researcher carried out procedures for testing the normal distribution of the data depending on the value of the skewness coefficient to test whether the data used in the analysis followed the normal distribution or not, and the results were as shown in the following table:

Table No. (2): Testing the normal distribution of the data depending on the value of the torsion coefficient

No.	Dimension	Skewness
1	organizational values	0.014
2	organizational beliefs	0.098
3	organizational rules	0.024
4	organizational expectations	0.557

It is clear from Table (2) that the value of the Skewness coefficient for all paragraphs of the questionnaire was less than one, and this means that the data follows a normal distribution.

“The researcher used the linear correlation test in order to ensure that there is no high correlation between the independent variables, by relying on the variance inflation coefficient (VIF) test, and the tolerance test for each of the independent variables, and to ensure that purpose we use this test, which is considered One way to get rid of the problem of multicollinearity, knowing that the variance inflation coefficient must not exceed (10), and the value of the allowable variance test must be greater than (0.05), and by calculating the previous coefficients for all independent variables, the results obtained were as listed In the following table:”

Table No. (3): Variance inflation coefficient test and the allowable variance for the study variables

Dimension	Tolerance	VIF
organizational values	0.375	2.667
organizational beliefs	0.368	2.718
organizational rules	0.417	2.401
organizational expectations	0.357	2.799

“Table (3) shows that the values of the variance inflation test for all variables are less than 10 and range between 2.401 and 2.799, while the value of the allowable variance test for all variables is greater than 0.05 as it ranges between 0.357 and 0.417. Therefore, it can be said that there is no high correlation problem between the variables, and this indicates that there is no statistically significant correlation between the independent variables included in the correlation table, which enhances the possibility of using them in the model.”

The researcher used Pearson's correlation coefficients between the dimensions of the independent variable, to ensure that there is no multiple linear correlation between the sub-variables in the independent variable, and the results were as shown in the following table:

Table No. (4): Pearson correlation matrix for sub variables in the independent variable

Dimension	١		٣	٤
organizational values	١			
organizational beliefs	٠.٦٨ ٢			
organizational rules	٠.٦٢ ٦	٠.٧٢٩	١	
organizational expectations	٠.٧٥ ٥	٠.٦٨٦	٠.٦٥٨	١

6. Hypothesis testing

The researcher used the appropriate statistical methods to test the hypotheses, where one-way loading of variance (ANOVA), the binary correlation coefficient and the determination of statistical significance were used to test the main hypothesis.

- **There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational culture on organizational entrepreneurship in Palestinian higher education institutions.**

Table No. (5): shows the results of the relationship between organizational culture and organizational entrepreneurship

variable	M ean	stand ard deviation	corre lation coefficient	f	Si g.
organizational culture	٤. ٠.٧٨٦	٠.٤٩ ٣٤	٠.٧١ ٧		٠. ...
organizational entrepreneurship	٤. ٠.٥٣٨	٠.٤٥ ٤٩			

**Correlation is significant at the 0.01 level (2-tailed).

Table No. (5) shows that the value of the Pearson correlation coefficient between organizational culture and its dimensions and organizational entrepreneurship is (0.717), and it is a statistically significant value, that is, there is a correlation at the level of significance (0.05) and within ($1 > r > 0.717$), and therefore the correlation Positive according to the value of r, meaning that there is a strong direct correlation between organizational culture and its dimensions and organizational entrepreneurship.

- **There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational values on organizational entrepreneurship in Palestinian higher education institutions.**

Table No. (6): shows the results of the relationship between organizational values and organizational entrepreneurship

Variable	M ean	stand ard deviation	corre lation coefficient	f	Si g.
organizational values	٤. ١٩٣٤	٠.٥٥ ٠.٧	٠.٧٨ ٣		٠. ...
organizational entrepreneurship	٤. ٠.٩٣١	٠.٤٥ ٦٨			

**Correlation is significant at the 0.01 level (2-tailed).

Table No. (6) shows that the value of the Pearson correlation coefficient between organizational values and organizational entrepreneurship is (0.783), and it is a statistically significant value, that is,

there is a correlation at the level of significance (0.05) and within ($1 > r > 0.783$), and therefore the correlation Positive according to the value of r, meaning that there is a strong direct correlation between organizational values and organizational entrepreneurship.

- **There is a statistically significant effect at level ($\alpha \leq 0.05$) of organizational beliefs on organizational entrepreneurship in Palestinian higher education institutions.**

Table No. (7): shows the results of the relationship between organizational beliefs and organizational entrepreneurship

Variable	M ean	stand ard deviation	corre lation coefficient	f	Si g.
organizational beliefs	٤. ٢٠٦٣	٠.٥٠ ٤١	٠.٦٤ ٣		٠. ...
organizational entrepreneurship	٤. ٠٩٣١	٠.٤٥ ٦٨			

**Correlation is significant at the 0.01 level (2-tailed).

Table No. (7) shows that the value of the Pearson correlation coefficient between organizational beliefs and organizational entrepreneurship is (0.643), and it is a statistically significant value, that is, there is a correlation at the level of significance (0.05) and within ($1 > r > 0.643$), and therefore the correlation Positive according to the value of r, meaning that there is a strong direct correlation between organizational beliefs and organizational entrepreneurship.

- **There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the organizational rules on organizational entrepreneurship in Palestinian higher education institutions.**

Table No. (8): shows the results of the relationship between organizational rules and organizational entrepreneurship

Variable	M ean	stand ard deviation	corre lation coefficient	f	Si g.
organizational rules	٤. ١٥٦١	٠.٥٣ ٢٤	٠.٥٧ ٤		٠. ...
organizational entrepreneurship	٤. ٠٩٣١	٠.٤٥ ٦٨			

**Correlation is significant at the 0.01 level (2-tailed).

Table No. (8) shows that the value of the Pearson correlation coefficient between organizational rules and organizational entrepreneurship is (0.574), and it is a statistically significant value, that is, there is a correlation at the level of significance (0.05) and within ($1 > r > 0.574$), and therefore the correlation Positive according to the value of r, meaning that there is a strong direct correlation between organizational rules and organizational entrepreneurship.

- **There is a statistically significant effect at the level ($\alpha \leq 0.05$) of organizational expectations on organizational entrepreneurship in Palestinian higher education institutions.**

Table No. (9): shows the results of the relationship between organizational expectations and organizational entrepreneurship

Variable	M ean	stand ard deviation	corre lation coefficient	f	Si g.
organizational expectations	٣. ٩٩٦٢	٠.٦٠ ٦٣	٠.٧١ ٨		٠. ...
organizational entrepreneurship	٤. ٠٩٣١	٠.٤٥ ٦٨			

**Correlation is significant at the 0.01 level (2-tailed).

Table No. (9) shows that the value of the Pearson correlation coefficient between organizational expectations and organizational entrepreneurship is (0.718), and it is a statistically significant value, that is, there is a correlation at the level of significance (0.05) and within ($1 > r > 0.718$), and therefore the correlation Positive according to the value of r , meaning that there is a strong direct correlation between organizational expectations and organizational entrepreneurship.

7. Discussion

The findings indicated a high direct association between organizational culture, its dimensions, and organizational entrepreneurship. This correlation is positive according to the value of r . Organizational values and organizational entrepreneurship have a high direct association, as indicated by the Pearson correlation coefficient of (0.783), which shows that these two variables are related. Additionally, organizational beliefs and organizational entrepreneurship have a significant direct link (Pearson's correlation coefficient: (0.643)), indicating that these two concepts are closely related. "The value of the Pearson correlation coefficient between regulatory rules and organizational entrepreneurship is (0.574), which means that there is a strong direct correlation between regulatory rules and organizational entrepreneurship. The value of the Pearson correlation coefficient between organizational expectations and organizational entrepreneurship is (0.718), which means that there is a strong direct correlation between organizational expectations and organizational entrepreneurship."

"A number of studies support these findings. According to Abdullah et al. (2017), organizational culture has a positive and significant impact on entrepreneurship traits as well as a positive and significant impact on an enterprise's competitive advantage. In addition, Rashedi (2019) asserts that corporate culture has an impact on how individuals and groups interact with one another, customers, and stakeholders. When an individual or group within an organization engages in entrepreneurial activities, we might say that organization is entrepreneurial. According to Kalamaki et al.'s (2021) findings, organizational entrepreneurship and organizational culture have a favorable and substantial link. On the contrary, Mia et al. (2022) reached several results, the most important of which is that there is also no statistically significant relationship between values, beliefs, organizational norms, and entrepreneurial direction. While there is a statistically significant relationship between organizational expectations and entrepreneurial orientation, it is a very weak relationship. There is a statistically significant relationship between organizational culture and entrepreneurial orientation, but it is a weak relationship."

8. Conclusion

This study investigated the relationship between organizational culture and organizational entrepreneurship in Palestinian higher education institutions. This is due to the importance of the educational dimension in the pioneering university, which is education for entrepreneurship, which represents one of the most important solutions to meet the challenges facing the Palestinian society, including unemployment, especially among university graduates; the weakness of the higher and university education system; labor market requirements; and weak levels of creativity and innovation, especially among higher education institutions. This necessitates working to spread the culture of entrepreneurship. In addition to the importance of developing the organizational culture in the Palestinian institutions of higher education, this is a general strategy that affects the organizational behavior of its members. It is also considered the real starting point in the institution's adaptation to global and local changes and in its openness and striving towards excellence and competitiveness. The proposals presented by this study may help policy-makers and decision-makers in universities, research centers, and the business sector draw up policies, strategies, educational, research, and service programs that support the transformation of Palestinian higher education institutions into leading institutions.

Management of higher education institutions can benefit from research and results related to the role of organizational culture in promoting entrepreneurial orientation. Thus, the study recommends the need for continuous follow-up by senior management to implement the requirements of enhancing the

entrepreneurial orientation and absolute belief in these requirements by senior management by spreading an organizational culture that encourages this. In addition to establishing an appropriate organizational culture that encourages the exploitation of creative capabilities. It also recommends deepening awareness and realizing the importance of organizational culture, and this would achieve optimal utilization and rational decision in applying the entrepreneurial orientation. Finally, increasing communication channels to increase the opportunity for workers to communicate their voices, facts, suggestions and ideas to the higher levels regarding the application of the requirements of the entrepreneurial orientation.

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