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**The Impact of National (Arabic) Culture on Interpreting
and Responding to Strategic Entrepreneurship: The
Case of Palestine**

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II

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III DECLARATION

I, the undersigned, hereby declare that the thesis entitled “**The Impact of National (Arabic) Culture on Interpreting & Responding to Strategic Entrepreneurship**” is my own original work and all information in this research is my own efforts, except where references are made. This document has not been submitted for any academic party in order to obtain any other academic qualification.


Reema AbuShahreen
July 20, 2019

IV DEDICATION

This study is wholeheartedly dedicated to my beloved parents, **Ghazi & Huda** and my sweetheart sister, **Eman** for their support during my master degree journey, for unwavering believe in me, for the strength you gave me in hard times and for providing me emotional, spiritual and moral support.

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VI

ABSTRACT

Entrepreneurship is the preeminent key for economic advancement and development in worldwide. It considered a national asset to be invested in and encouraged to achieve the greatest value of it. Culture plays important role in individuals' behaviors and attitudes which determine their intention to perform a specific behavior. Palestinian society is practicing entrepreneurship activities over a decade without a tangible impact on GDP. There is a professional and academic needs to understand what factors are behind the encouragement and reasons for entrepreneurs to establish new businesses. This research will investigate the characteristics of the Palestinian society according to the five Hofstede cultural dimensions which are power distance, long-term orientation, masculinity, uncertainty avoidance and collectivism. Then to analyze and examine the relationship between the five Hofstede cultural dimensions and strategic entrepreneurship intention.

The research is quantitative and about 515 surveys were collected from Westbank and Gaza. The targeted population are people who lives in Palestine and aged between 20-39 years old who represent about 31% of the whole Palestinian population. The data have been analyzed through statistical package for social sciences software (SPSS V. 24).

The results of the research showed that Palestinian society is practicing high level of all mentioned cultural dimensions which is close and similar to other Arabic cultures expect long-term orientation where Palestinians are having a long-term orientation while other Arabic cultures have low scale. In addition, the research proved there are direct and positive relationships between all Hofstede cultural dimensions and strategic entrepreneurship

intention. All cultural dimensions have a weak relationship with strategic entrepreneurship intention except long-term orientation which have a strong relationship.

The field of this research need more researches and efforts to better understand other factors that affect strategic entrepreneurship intention for individuals either it's cultural or non-cultural factors especially in the Palestinian context which is a fertile ground for future researches.

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CHAPTER ONE: THE PROBLEM AND ITS BACKGROUND

1.1 Introduction

Entrepreneurship is one of the most important business trends that highly occupy the attention of corporations worldwide; such corporations are: giant ones like Microsoft and Google, in addition to Non-Profit Organizations (NPOs) and governments, etc. The heavy investment and the profit of the investment in this sector are a remarkable phenomenon in considerable number of countries around the world. In fact, the gross domestic product (GDP) for some countries is growing by the increase of number of start-ups in the country itself. Entrepreneurship is one of the rapidly developing sectors that continuously grow in different industries (Baron & Henry, 2010). It is considered an economic asset to the wealth fostering in countries, since it directly impacts job creation, spurs innovation, and increases productivity. A puissant belief has been emerged between scholars and decision makers that entrepreneurship is a critical factor for economic growth for both developed and developing countries (Audretsch, Keilbach & Lehmann, 2006).

In addition, Strategic Management is the backbone of institutions and nations, where it redirects an organization's vision, mission, objectives, and goals toward a specific direction to ensure growth and sustainability. According to (Bhalla, 2009), strategic management is a combination of both sociology and economics. Both strategic planning and entrepreneurship can be viewed as a single phenomenon which was later called 'Strategic Entrepreneurship'.

Moreover, culture is an important element of entrepreneurship. It is a set of beliefs

and values that encourage individuals to adopt behaviors and actions toward a career path. A study by (Zhao, 2012) suggests that there are two paths of theoretical explanations on how culture is affecting business. The first path is originated from psychological literature. It assumes that culture has a strong, direct relation to people's behaviors who share the same culture that influencing personal values. Thus, national cultures can either accept or reject entrepreneurial activities. The second path is relied on institutional theories which assume that culture is represented by informal institutions that adapt institutional criteria's and conditions; such as: competitive market and innovative educational system to be able to accept and progress entrepreneurial activities (North, 2005).

To start a new business, there are many different factors that influence entrepreneurs' intentions; such as: experience, ideas, feasibility, etc. According to Mitchell (2002), these factors vary from culture to culture and from nation to nation. Every country has its own beliefs, values, and norms. Thus, researchers are still unforeseeable about the factors that influence and impact entrepreneurs' intentions.

1.2 Conceptual Framework

Strategic management is recognized as being widely considered to be one of the most important topics in organizational building. It increasingly set to become a vital factor in business growth and sustainability. It has been a complex term to be defined; Many researches through the history have been done to track the term evolving. Both apparatuses strategic management and entrepreneurship can be viewed as a single phenomenon, later called Strategic Entrepreneurship. The term (Strategic Entrepreneurship) was first introduced by (Mintzberg ,1973) where he proposed the notion of entrepreneurial strategy

for the first time. Thereafter, many research efforts, have argued that strategic management is the core of entrepreneurship.

Strategic Entrepreneurship is attracting widespread interest due to high impact on countries development progress. Experts have always seen it as a national asset that is required for economic growth. Veritably, there is no compelling reason to argue that strategic entrepreneurship has worldwide institutions attention last decade (Karadal, 2013).

Many Studies have been published on identifying entrepreneur's characteristics and roles. Noticeably; Many people might call themselves entrepreneurs, where they showed an intention to establishes their business, but despite that, there is a big gap in transforming ideas into projects and companies on the ground. There is a vast amount of literature on entrepreneur definition which reflects the importance of the topic. Intention become one of the most significant tools to predict actions. It's important to predict both individuals' behavior and organizations deliverables and results. (Ariff, 2010).

Culture is believed to be the most influential factor in people lives. It reflects behaviors, values and norms of group of people. Geographical borders usually separate between cultures but some characteristics such as language, religion and social norms are specific in one particular culture. Culture has become a central issue throughout the world especially in the globalization era, where working and networking with people from different cultures is required. (Jeannotte, 2017).

An important theory which considered a base for many researches called Theory of Planned Behavior (TPB) which states that individual behavior is determined by her/his

intention to be able to perform a specific behavior. Intention can be defined as a physiological status of a person where a specific behavior is planned before becoming an actual action. Krueger & Reilly and Carsrud (2000) and Kolvereid & Isaksen (2006) indicates that person behavior can be strongly predicted through her/his intention. Strategic entrepreneurship is a behavior that can be predicted through intention. Strategic Entrepreneurship Intention is one of the top topics in researches area, where scientists defined it as a state of mind that drive people to create new business or add value to an existing one (Nabi, Holden & Walmsley, 2006).

Theory of Planned Behavior instigates that the best predictor of behavior is intention, which can be determined through attitude towards behavior, Subjective norms (SN) and perceived behavior control (PBC) (Ajzen, 2002). Attitude towards behavior is referring to the behavior performance degree to be either positive or negative, which is formulated through set of predicted behaviors possibilities that could lead to a specific result (Behavioral Believes). Ajzen (2005) asserted that individuals build their attitudes based on the implications that could be resulted from acting a behavior. Normative believes are a set of individuals and groups thoughts that considered as a reference for individual behavior where they practice a pressure on individual to adopt and act on specific behavior (Subjective norms). Nespor (1987) claims that normative beliefs are those that are considered personal constructs that may not be acted upon and are just known. Control Believes are group of factors that facilitate behavior execution where the realization degree of the ability to control behaviors is measured through perceived behavioral control.

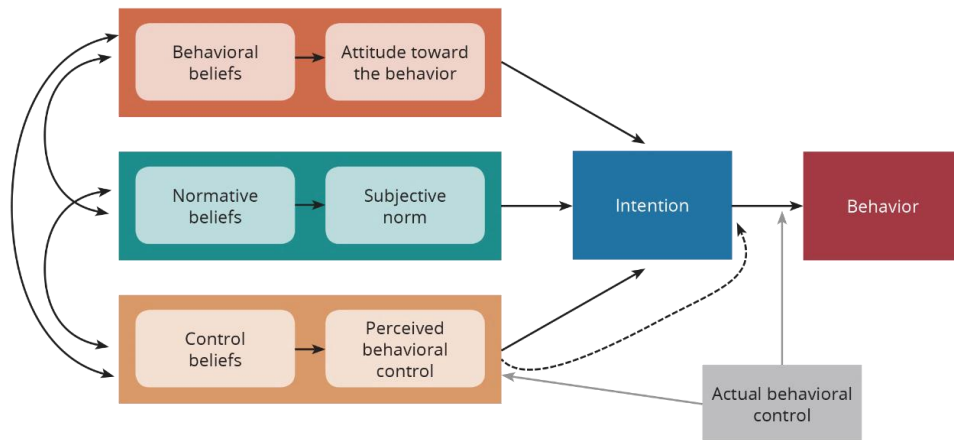


Figure 1. Theory of Planned Behavior (1991)

1.3 The Study Paradigm (Conceptual Paradigm)

Geert Hofstede has a remarkable achievement in his studies regarding the culture. He developed a study between 1967 – 1973, where he created a model that differentiate between cultures through five dimensions which are power distance, masculinity, collectivism, uncertainty avoidance and later on he added long term orientation.

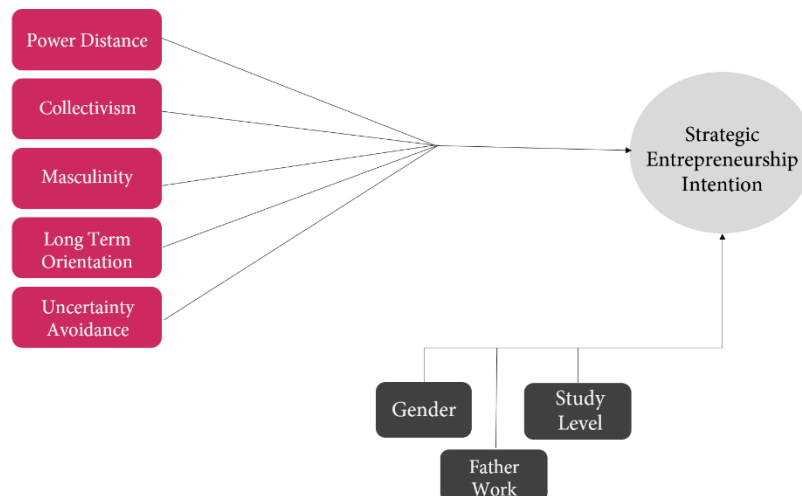


Figure 2. Proposed Conceptual Paradigm

Independent Variables in this study will be categorized into:

1. Cultural Dimensions:
 - 1.1 Power Distance
 - 1.2 Collectivisms
 - 1.3 Masculinity
 - 1.4 Long term Orientation
 - 1.5 Uncertainty Avoidance
2. Demographic Variables:
 - 2.1 Gender
 - 2.2 Study level
 - 2.3 Father work

Dependent Variable will be: Strategic Entrepreneurial Intention.

1.4 Problem Statement

Despite the fact that Palestinian entrepreneurial activities are expanding in many business sectors; success can be witnessed. Stakeholders are active in this field and very keen to learn why levels of success of these endeavors are not enough. Entrepreneurial activities are receiving continuous investment from different parties, especially non-governmental organizations who's considered donors targets priorities, without a tangible impact on the Palestinian economy. A significant study by (Sabella, Farraj, Burbar, and Qaimary, 2014) proves that there is no significant impact of entrepreneurship on GDP growth in the West Bank, Palestine. This can be supported by the high unemployment rates in Palestine. Studies by Blau & Boal (1987), Evans & Leighton (1990), and Blanchflower & Meyer (1994) suggest that the increment in unemployment rates will lead to the increment in entrepreneurial activities. According to Palestinian Central Bureau of Statistics, unemployment rates are either increase or maintain the same percentages over the years. In 2018, the percentage of unemployment in West Bank was 18% while Gaza strip reached 52%.

Without a doubt, culture is a vital part of the entrepreneurial ecosystem. (Ozgen, 2012) and (Engelen, 2009). To promote more entrepreneurial activities, societies need a set of behaviors and beliefs that make entrepreneurship a respected career choice. In the course of our research, the researcher will study the interrelation between national culture and the strategic entrepreneurial intention, through analyzing collected data using standard tools designed for that purpose. The main research question for this study is:

1. How have national culture influenced strategic entrepreneurial intention among Palestinians society over the past few decades?

Sub questions for this research are as follow:

1. What are the characteristics of the Palestinian society in accordance with Hofstede cultural dimensions?
2. To what extent Palestinian youth have strategic entrepreneurial intention?
3. What is the relationship between Hofstede national culture dimensions and strategic entrepreneurship intention in the Palestinian society?

1.5 Significant of The Study

There are many motivational factors that encourage the researcher to explore and study such vital topic. The most important factor is that strategic entrepreneurship is very substantial in building healthy start-up ecosystem that has a clear impact on countries' developmental strategies. To be more specific, there is a noticeable phenomenon of entrepreneurial activities in Palestine in different sectors. Many organizations are active in this field while there is obviously lack of researches in the Arab world in general that analyzes the link between strategic entrepreneurship and cultural dimensions.

The main objective of this research is to analyze different cultural dimensions to investigate how Palestinian society is responding to strategic entrepreneurial activities.

Other specific objectives are:

1. Understands the characteristics of the Palestinian society.
2. Assess the knowledge between culture and strategic entrepreneurship.
2. To evaluate the effects of cultural dimensions on strategic entrepreneurial intentions.

The significant of the research will have benefits on several community groups. The data and results of the research will shade light on the critical role of culture in shaping entrepreneurial activities in the society. Therefore, many new researches should be followed to cover different aspects.

1.6 Scope and Limitation

The study focused on understating the characteristics of national culture using Hofstede cultural dimensions and their relationships and effects on strategic entrepreneurship intention. This study will not cover other cultural and non-cultural factors that might have an impact and directly affect strategic entrepreneurial intention such as economy, personal behaviors, education ecosystem, and regulations. In addition, there were lack of prior researches and studies on the same research factors within the Palestinian context.

1.7 Definition of Terms

Strategic Management: The process of creating, developing and implementation of any institutions' vision, mission, goals, and objectives through a sequence of events and activities towards a specific path to ensure institution growth and sustainability.

Entrepreneurship: The process of formulating, launching and managing ideas either it's new or existing ideas that have impact on individuals and societies.

Culture: A set of groups who shared common believes, behaviors, values and traditions.

Strategic Entrepreneurship: The process of creating entrepreneurship activities using a strategic (Long-term) orientation and perspective to create wealth.

Intention: A mind state that encourage individual to perform a specific event.

Strategic Entrepreneurship Intention: A mind state that motivate an individual to create entrepreneurship activity on long periods of time.

Power Distance (PD): The extent to which individual have a control on another individual.

Collectivism (COL): The degree of individual concerns towards group interests.

Masculinity (MAS): The extent to which roles are distributed equally between genders.

Uncertainty Avoidance (UA): The way an individual tolerates unpredicted behavior or event. (Ex; accept it or avoid it).

Long Term Orientation (LTO): The extent to which individual plan for activities in the future.

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

Chapter two presents an extensive review on the related literature that aims to show previous researches efforts and results in the context of this research. This chapter discussed the roots of strategic management and how the term evolved through decades, then origin of entrepreneurship investigated and discussed, and explain how intention is correlated with performing entrepreneurship behavior. Culture concept and different cultural dimensions have been defined with a spotlight on Hofstede cultural dimensions. The chapter help the researcher to identify the research knowledge gap and formulate the hypothesis that will be tested in the next chapters.

2.1 Definition of Strategic Management (SM)

The history of SM as field of academic research has been traced back to the 1960's (Furrer, Thomas, & Goussevskaia, 2007). There is a study about its history documented by Philip Blackberry (1994) who found that the term 'strategy' is originated from the Greek word "*strategos*" which literally means the "general of the army", that is when ancient Greeks annually elect a *strategos* to lead their regiment and give advices on how to manage the battles to win wars. Over the time, the role has been expanded to include additional magisterial responsibilities. In 1920, Harvard Business School developed one of the first strategic planning models for private businesses. The model defined strategy as "a pattern of purposes and policies defining the company and its business". Similarly, another definition has been provided by (David & David, 2015) who defined SM as: "the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an

organization to achieve its objectives. As the definition implies, strategic management focuses on integrating management, marketing and finance/accounting, production/operations, research and development and information system to achieve organizational success.”. The available evidence seems to suggest that there were three different stages of the evolution of SM (Hammer, 1996); The first stage was focusing on portfolio management’, the second stage derived from competitive power relationships, and the third focused on business core competences. The consensus view seems to be that portfolio concept is related and concerned with capital location. A research by (Schendel, Ansoff, and Channon, 1980) asserts that capital is considered a distinguished characteristic of any business (Ex: Potential of growth) which shows business current strength in the market (Ex; Market share). Along similar lines, Mintzberg, Ahlstrand and Lampel (2009) argued that strategic planning focus is shifted from organizational policy and structure toward the risk management, industry growth, and market share.

Several schools of thought have emerged to identify the second stage which is derived from the analysis of the competitive power relationships. Important evidence for the role of competitive power is created by a framework called “the five forces” developed by Porter (1980). The framework helps companies to assess their competitive context, and outlines how they could decide among different strategies for business growth.

The third era which is business core competencies indicates that any business should focus on what makes it much better and powerful in the market to be able to build and maintain its strategy (Prahalad & Hamel ,1994). In the context of SM, (Andrews, 1987) and (Ramachandran, Mukherji & Sud, 2006) indicates that a company will be able to develop a

sustainable competitive advantage through understanding strengths & weakness and opportunities & threats. A growing body of literature has investigated and analyzed main roles of SM; A study by (Schendel and Hofer, 1979) proves that goal formulation, environment analysis, formulation, evaluation, implementation and control of strategies are the main tasks of SM. In addition to that, business resources, process, strategy and enterprise industry are the primary variables for SM (David & David, 2015).

The foregoing discussion implies that SM is the heart of any institution and can be defined as ‘a set of actions that redirects institutional objectives, goals, and activities towards a specific trend that meets its vision and mission to ensure its growth and sustainability.

2.2 Origins of Entrepreneurship

In the context of economy, historically, the term dates back to significant researches developed by (Knight, 1921) on risk and uncertainty, (Schumpeter, 1934) on new combinations and waves of creative destruction driven by entrepreneurs, and (Penrose, 1959) on entrepreneurial services and productive opportunities. Great care must be taken to implementation format of entrepreneurship. It can be seen implemented by a running organization or an individual. A significant study developed by (Brazeal & Herbert, 1999) on entrepreneurship genesis draws our attention to two types of entrepreneurship: new venture creation and corporate entrepreneurship. They concluded, on the one hand, that new venture creation is executed by individual entrepreneurs who take risks to establish a new product or service that could be fundraised by family or venture capital. While on the other hand, corporate entrepreneurship is related to an existing organization which develops a new business line aligned with the organization vision and mission. Entrepreneurship entails far

more than starting up a new venture . It can also take place in established organizations where renewal and innovation are a major goal (Drover, Busenitz, Matusik, Townsend, Anglin & Dushnitsky, 2017).

In the reviewed literature, there seems to be no precise definition for entrepreneurship. Studies by (Gartner, Bird & Starr, 1992) and (Weick ,1979) identify entrepreneurship as a set of *actions* rather than a set of *objectives*. Lumpkin, Shrader, & Hills (1998), Shane & Venkataraman, (2000), and McCline, Bhat, & Baj, (2000) describe entrepreneurship as the value creation process of opportunities (e.g.: market's entry; new products and services or both). Important research has been developed by (Stevenson, 1983) and is considered to be the backbone of Harvard Business School's researches in this field. He defines entrepreneurship as: "*the pursuit of opportunity beyond resources controlled*". On the same line, (Herron & Robinson, 1993) define entrepreneurship as: "*a set of behaviors which initiate and manage the re-allotment of economic resources and whose purpose is the creation of value by these means*". In the context of this research, Herron & Robinson's definition will be adopted.

2.3 Definition of Strategic Entrepreneurship (SE)

A study by (Stevenson & Jarillo, 1990) finds that there is a need to establish links between entrepreneurship and SM. This is aligned with the argument of (Ireland, Hitt, & Simon, 2003) and (Ramachandran, Mukherji, & Sud, 2006) that entrepreneurial actions and strategic actions can add a value independently, but they can add more value when they are integrated together. The positive outcomes of such integration can be observed in real life business where entrepreneurial enterprises are more inclined to engage in SM practices than

more established enterprises which are by nature more conservative (Shuman, Shaw, & Sussmann, 1985), (Bracker, Keats, & Pearson, 1988) and (Woo, Cooper, Dunkelberg, Daellenbach, & Dennis, 1989). There are six domains intersecting between entrepreneurship and SM that have been shown in the results of studies by (Covin & Miles, 1999), (Hitt & Ireland, 2000), and (Hitt, Ireland, & Hoskisson, 2001). These are: innovations, networks, internationalization, organizational learning, top management teams and governance, and growth.

Through the researcher analysis for strategic entrepreneurship (SE), the adopted viewpoint in this research will be that both entrepreneurship and SM are one discipline that has been separated and subdivided. Meyer and Heppard (2000) argue that entrepreneurship and SM are two inseparable disciplines and it's very difficult to isolate one field without studying and investigating the findings of the other. The growth of a company can lead to create wealth through deploying, managing, and allocating resources, identifying opportunities in the market, and developing competitive advantages. This might be harder for new ventures whose aim is to create wealth quickly to grow in the market. Different researches developed by (Ireland, 2001) and (Hitt, Ireland & Camp, 2002) that support the argument that business wealth can only be created when combining effective opportunity-seeking behavior (i.e. entrepreneurship) with effective advantage-seeking behavior (i.e. SM). Thus; SE can be defined according to (Hitt, Ireland, Camp, & Sexton, 2001) as: *“The integration of entrepreneurial (i.e. opportunity-seeking actions) and strategic (i.e. advantage-seeking actions) perspectives to design and implement entrepreneurial strategies that create wealth”*. Over the decades, it has been noticeable that new ventures are excelled

more in exploring opportunities, but sustaining and growing advantages in the market are hard. While corporate entrepreneurship (established organizations) excel in advantage seeking due to the superior and advanced skills they have, they face challenges in exploring new opportunities in markets.

2.4 Characteristics of Entrepreneurs

‘Entrepreneur’ is one of the most widely used terms nowadays. The term is originated from a thirteenth-century French verb, “entreprendre” which means “to do something” or “to undertake”. In the sixteenth century, the word was used to refer to someone who owns a business. Later on, in the eighteenth century, the term was used for the first time in the academic field and ‘risk taking’ was added to be included the definition. As mentioned by (Schumpeter, 1934), an entrepreneur: *“is a person who creates new combinations of new products or/and quality of existing products”*, while (Hoselitz, 1960) definition was closer to risk-taking. He stated that an entrepreneur is the one who sells products during a certain price and buys it in an uncertain period. In the same vein, (Leibenstein, 1968) and (Kirzner, 1985) share the same idea on the definition; they stated that an entrepreneur is a person who owns the required resources to establish a business to accomplish a specific uncompleted need in the market. According to (Hisrich, 2008), who attempted to explore entrepreneur’s characteristics, states that they include personal values, educational level, age, work experience, and her/his professional networking. Entrepreneur’s characteristics have been classified into two main categories based on (Blackman, 2003) study; The first category called entrepreneur attributes and it includes factors such as gender, religion, age, family.

The second category is related to personal qualifications which include education, years of experience, environment, and personal values.

2.5 Entrepreneurship Intention

Several studies have found that intention is related to goal setting. A study by (Bird, 1988) defines intention as “*a state of mind directing a person’s attention (and therefore experience and action) toward a specific object (goal), or a path, in order to achieve something (means)*”. Likewise; (Loewenstein, Weber, Hsee & Welch, 2001) propose that intention can be seen as goal setting in the expectancy value that goes through a process controlled by time, deliberation, and focusing on consequences. In the context of entrepreneurship, intention is considered the base of entrepreneurial actions on the ground. A study by (Krueger, 2000) proposes that individuals do not start business without a previous intention. In the same line, (Delmar & Shane, 2003) state that entrepreneurship activities and ideas need inspiration to be started which comes through intention. Thus, strategic entrepreneurial intention can influence both startup creators (individuals) and existing organizations (Corporate Structure). The first one is influenced and affected by the intentions of the founder towards business direction and market position, while the second is influenced by the intentions of those who work for the organization. Consistent with this, (Mitchel, 1981) asserts that CEOs’ and entrepreneurs’ intentions directly affect the organizations they lead. In this research, entrepreneurial intention will be defined as: “*willingness of individuals to perform entrepreneurial behavior, to engage in entrepreneurial action, to be self-employed, or to establish new business*”. (Dell, 2008) and (Dhose & Walter, 2010).

2.6 Definition of Culture

In the investigated literature, there seems to be no general definition for culture. A study by (Buzzell, 1968) attempted to address the possibility to standardize multinational marketing. He concluded that there is a catchall of many differences in the market structure and behavior that cannot be easily interpreted. Likewise, a study developed by (McCort & Malhotra, 1993) to investigate the relationship between culture and customer behavior. They define culture as: “*complex whole which includes knowledge, belief, art, morals, custom and any other capabilities and habits acquired by man as a member of society*”.

In his analysis of culture, (Branch, 1997) questions the need for understanding culture which significantly affects strategic decisions that impact individuals and businesses. He defines culture as: “*the patterns shaped by ethnicity, religion, socio-economic status, geography, profession, ideology, gender, and lifestyle*”. Further research in this area has been conducted by (Hofstede, 1980) to explore the differences between cultures. He precisely defines culture as: “*the collective programming of the mind that distinguishes the members of one group or category of people from others*”.

He also draws a distinction between national culture and organizational culture. The national culture is about the different values between groups or regions while organizational culture is about the differences in performing practices between organizations (sub-cultures). For the purpose of this review, Hofstede’s (1980) definition of culture will be adopted and used in this research.

2.6.1 Cultural Models

In the literature there are several numbers of cultural Models that have been developed over years. The models propose dimensions that differentiate between cultures. These models refer to Edward T. Hall (1969). Geert Hofstede (1980), Trompenaars & Hampden-Turner (1998), GLOBE project (2004).

Edward Hall (1969), proposes three dimensions: 1- context (high & low); 2- time (monochronic, polychronic, and contrasting the two); and, 3- the space (the need for space, high territoriality, low territoriality, and contrasting). Geert Hofstede (1980) proposes another five dimensions which are: 1- power distance; 2- individualism vs. collectivism; 3- masculinity vs. femininity; 4- uncertainty avoidance; and, 5- time orientation. Later on, Trompenaars & Hampden-Turner (1998) have advocated seven cultural dimensions: 1- universalism vs. particularism; 2- individualism vs. collectivism; 3- neutral vs. emotional; 4- specific vs. diffuse; 5- achievement vs. ascription; 6- sequential vs. synchronic; and, 7- internal vs. external control. The Global Leadership & Organizational Behavior Effectiveness (GLOBE), which is dedicated to the international study of the relationships among societal culture, leadership, and organizational practices, developed eight dimensions which are: 1- performance orientation; 2- future orientation; 3- gender egalitarianism; 4- assertiveness orientation; 5- institutional collectivism; 6- in-group collectivism; 7- power distance; and, 8- humane orientation.

Hofstede's Cultural Model

Geert Hofstede has a remarkable achievement in his studies regarding the culture. He has developed a study between (1967 – 1973) in which he creates a model that differentiates

between cultures through five dimensions: 1- power distance; 2- individualism vs collectivism; 3- masculinity vs femininity 4- uncertainty avoidance; and later on, he adds the fifth dimension: long term orientation.

Power Distance (PD)

This dimension measures the relationship between the people who have more power than others, who can be found in organizations and even in social relationships (Toomey & Oetzel, 2001) and (Hofstede, 1980). Study findings by (Toomey & Oetzel, 2001) lend support to the claim that power distance is considered one of the sources of conflict between cultures. They define it as: “*the degree of perceived or actual influence person A has over person B*”. While Hofstede (1980) defines PD as: “*the extent to which less powerful members of organizations and institutions (including the family) accept and expect unequal power distributions*”.

Individualism vs Collectivism

This dimension is considered a significant one that differentiates cultures from each other (Triandis, 1996) and (Hofstede, 1980). On the one hand, ‘individualism’ refers to the degree to which individuals care about their own interests only. While the other hand, ‘collectivism’ appears in a strong and interconnected society and refers to the degree individuals take care of the interests of others within that society. Hofstede (1991) described individualism as: “*individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family*”, and collectivism as: “*pertains to societies in which people from birth onwards are*

integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty".

Masculinity vs. Femininity

Masculinity and femininity are positioned at the top issues that attract organizations and researchers' attention, it is a result of psychological and social practices. This dimension is referring to the equal distribution of roles between men and women. When women have same rights, responsibilities, and values as men have, the society is then called 'feminist societies. Hofstede (1991) defines it as: "*preference in society for achievement, heroism, assertiveness and material rewards for success*".

Uncertainty Avoidance

Uncertainty avoidance is related to the extent to which individuals accept or reject performing actions, due to risk reduction matters. Some countries have a positive view of uncertainty avoidance where they are ready and comfortable to cope with any new situation. Other countries feel uncomfortable and stressed about unexpected future actions. The concept itself was introduced for the first time by (Cyert and March, 1963), then following studies have deeper exploration into the concept, like Hofstede and the GLOBE project. Uncertainty avoidance is defined as: "*a society's tolerance for uncertainty and ambiguity. It reflects the extent to which members of a society attempt to cope with anxiety by minimizing uncertainty*".

Long Term Orientation (LTO)

It is considered one of the dimensions that differentiates between societies on a strategic level, where individuals plan to have actions in the future to achieve a specific influence. The concept was first introduced by a survey related to the Chinese culture on 1987. LTO can be viewed from different aspects: individual social life, social tradition, and economic growth. Hofstede (1991) defines it as: *“For the fostering of virtues oriented towards future rewards, in particular, perseverance and thrift.”*

2.7 Characteristics of Arab Culture

The following figures represent results of Hofstede’s five cultural dimensions (Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long-term Orientation) for eight Arab countries which are: Jordan, Lebanon, Syria, United Arab Emirates, Egypt, Iraq, Libya, and Saudi Arabia. The figures and notes are adapted from Hofstede’s Insights Organization (May 2019).

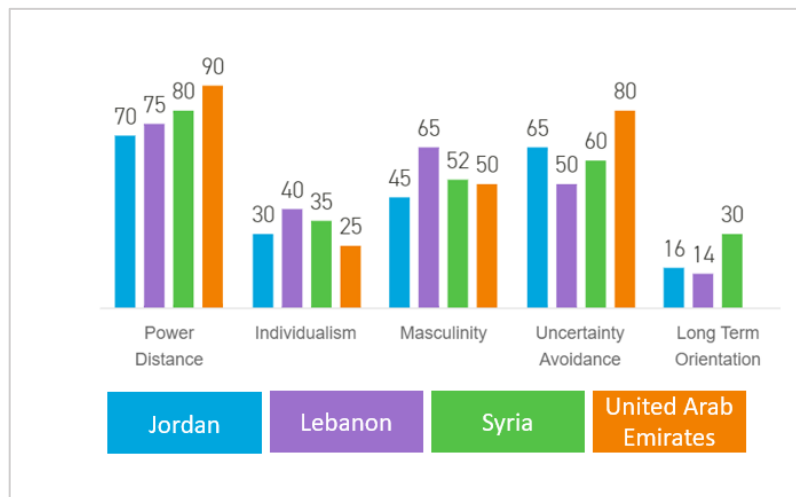


Figure 3. Hofstede’s Cultural Dimensions Comparison of Arab Countries (1)

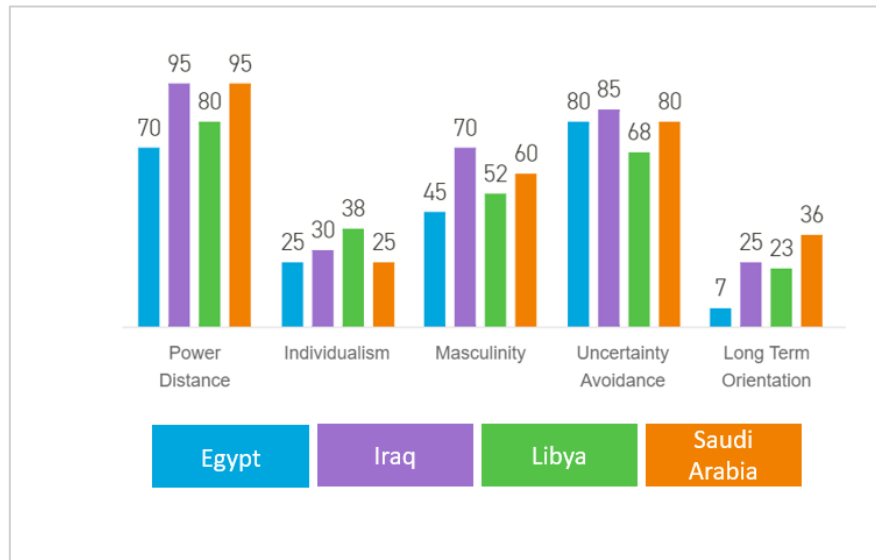


Figure 4. Hofstede's Cultural Dimensions Comparison of Arab Countries (2)

2.8 Knowledge Gap

Strategic Entrepreneurial intention has received much attention in the past decades and it is expected to witness a considerable rise in the field. Many studies are developed to explore what factors directly impact and affect strategic entrepreneurial intention

A model has been developed by (Ireland, Hitt, & Sirmon, 2003) to describe the dimensions that affect strategic entrepreneurship. The model consists of three elements: an entrepreneurial mindset (EM), an entrepreneurial culture (EC), and an entrepreneurial leadership (EL).

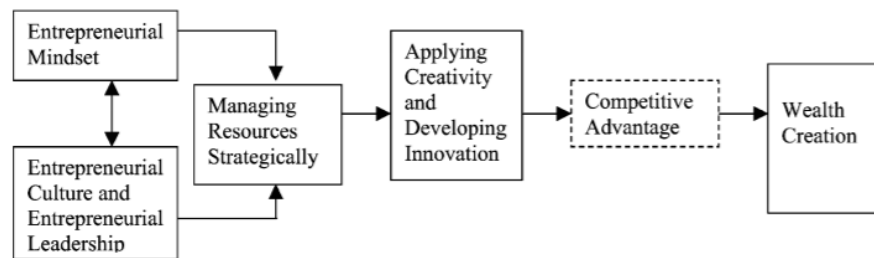


Figure 5. A Model of Strategic Entrepreneurship

EM is related to both individualism and collectivism phenomena where strategic entrepreneurship is required to be interrelated with them (Covin & Slevin, 2002). It deals with entrepreneurial opportunities, alertness & framework, and real options. A study by (MacMillan, 2000) explains that successful, future strategists are those able to “*exploit*” the entrepreneurial mindset through effective analysis, combining best older models that support rapid sense, act, and mobilize even under unstable and uncertain conditions. Thus, entrepreneurial mindset has been defined as: “*the business way of thinking in capturing the opportunities and benefits of uncertainty*” (McGrath and MacMillan, 2000). Entrepreneurial culture plays a vital role where it impacts and shapes the business staff perspectives and viewpoints through the way they react to and perceive issues. As well as how the staff positions their business in a competitiveness landscape (Johnson, 2002). There are a number of cultural dimensions and characterizations that distinguish an effective entrepreneurial culture from another. These dimensions described as follow “*creativity and new ideas*”, “*risk taking is encouraged*”, “*failure is tolerated*”, “*learning is promoted*”, “*product, process and administrative innovations are championed*”, and “*continuous change is viewed as a conveyor of opportunities.*” (Ireland, Hitt, & Simon, 2003). Usually, people who have

an entrepreneurial mindset always look for entrepreneurial opportunities in different markets, even in uncertain business environments they determine their current capacity and capability to convert these opportunities into businesses running on actual grounds (Covin & Slevin, 2002) and (McGrath & MacMillan, 2000). The model has strongly proved that entrepreneurial culture and entrepreneurial mindset are inextricably linked.

Previous researches assumed there is a positive relationship between and innovation in (Hayton, George, Zahra, 2002) study, while it has been negatively proved in (Shane's, 1992) study. In addition to that, there are different attempts by researchers to study personality traits and strategic entrepreneurial intention. A study by (Nishantha, 2009) investigates the effect of personality traits on a group of students to measure their intention towards an entrepreneurial career. He found that risk taking and the need for achievement are positively correlated to entrepreneurial intention, but the relationship was negative between internal locus control and entrepreneurial intention. Tong and Loy (2011) research included only the need for achievement and independence in their research. Another research by (Franke and Luthje, 2004) investigate family contribution, risk taking, need for independence, and locus of control, it also investigates other factors such as educational level, networking, market, and society. The results of above-mentioned studies show that the mentioned factors are important and affect entrepreneurial intention (Shapero, 1982). A study by Kennedy (2003) proves that subjective norms positively impact entrepreneurial intention. In addition, Keat, Selvarajah, & Meyer (2011) explore the relationship between education, inclination, demographic variables, business experience, and backgrounds with

entrepreneurship and conclude that the role of the education in promoting entrepreneurship, positively affects entrepreneurial desires and intentions.

The gap in determining specific factors, whether cultural or non-cultural variables, that influence entrepreneurial intention remains unclear. Previous researches as only focused on studying limited number of cultural or non-cultural dimensions separately. This study aims to bridge the gap between a set of dimensions, whether related to culture or not, to explore to which extent will be able to interpret entrepreneurial intention.

2.9 Formulated Hypothesis:

A. CULTURAL DIMENSIONS:

Hypothesis #1: Power distance

H0: There is no association between power distance and strategic entrepreneurship intention.

H1: there is an association between power distance and strategic entrepreneurship intention.

Hypothesis #2: Collectivism

H0: There is no association between collectivism and strategic entrepreneurship intention.

H1: There is an association between collectivism and strategic entrepreneurship intention.

Hypothesis #3: Masculinity

H0: There is no association between masculinity and strategic entrepreneurship intention.

H1: There is an association between masculinity and strategic entrepreneurship intention.

Hypothesis #4: Long-term orientation

H0: There is no association between long term orientation and strategic entrepreneurship intention.

H1: There is an association between long term orientation and strategic entrepreneurship intention.

Hypothesis #5: Uncertainty avoidance

H0: There is no association between uncertainty avoidance and strategic entrepreneurship intention.

H1: There is an association between uncertainty avoidance and strategic entrepreneurship intention.

B. Demographic Variables:

Hypothesis #6: Study level

H0: there is no association between study level and strategic entrepreneurship intention.

H1: there is an association between study level and strategic entrepreneurship intention.

Hypothesis #7: Gender

H0: there is no association between gender and strategic entrepreneurship intention.

H1: there is an association between gender and strategic entrepreneurship intention.

Hypothesis #8: Father work

H0: there is no association between father work and strategic entrepreneurship intention.

H1: there is an association between father work location and strategic entrepreneurship intention.

2.9 Relevance of the Related Literature:

Based on extensive researching for local studies and regional studies, it was clear there is lack of researching such area. No researches have been found in the Palestinian

context that address the research questions and hypothesis. This is a challenge for the researcher that no prior studies have been found in Palestinian context in general that might support the referencing especially about the factors that are affecting strategic entrepreneurship intention. Most of the found studies focused on economic impact of entrepreneurship with a slight effort about the factors behind it.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter defines and explains the followed research methodology that have been used for the purpose of this research. Research questions have been addressed in a survey the researcher developed. Sample size and targeted population are determined, and justification have been reported as well. In addition, data collecting procedure and statistical judgments tools have been defined. This chapter helped the researcher in drawing the research data analysis base that will be conducted the next chapter.

3.1 Research Design

This is a quantitative research which made use of correlation research to analyze the collected data and investigates the relationship between the dependent variable (Strategic entrepreneurship intention), and independent variables (Individualism/collectivism, power distance, masculinity/ femininity, long-term orientation) and others demographic variables.

3.2 Population

The target population in this research are Palestinians who live in Westbank and Gaza and aged between 20-39 years old. The following table represents official statistics published by the Palestinian Central Bureau of Statistics (PCBS) in 2017. It shows the population percentage for each age category the research covered.

Table 1***Age categories in Palestine, 2017***

Age	Percentage
20 up to 25	10.2 %
25 up to 30	8.7%
30 up to 35	6.8%
35 up to 39	5.5%
Total	31.2% of the Palestinian population

Total population in Palestine according to PCBS, 2017 were as follow:

Table 2***Population in Palestine in 2017***

Population	Percentage
4,952,168	100% - Represent total population in West Bank and Gaza.
1,545,076.416	31.2 %- Represent population aged from 20-39 in Westbank and Gaza.

3.3 Sample Size

The sample size refers to a portion of the population (Bachmann, Riet, & Bossuyt, 2006). There is a need to calculate the needed and minimum number of sample size that should represent the whole population to make sure the results are adequate. The used margin error value in this research is .05 which is the recommended typical value for the researches (Hair, Black, Babin, & Anderson, 2009). In the context of this research; The researcher used online tool to calculate the sample size based on known formulas and calculations. According to online survey system (Survey Monkey) sample size calculator; The needed and minimum required sample size for this research will be represented in Table (3). The researcher used all the collected data for the purpose of this research which is 525. The sampling method is

probability sampling where stratified sampling type was used since the data have been divided into different separate groups (different ages) and then a probability sample (simple random) have been selected from each group.

Table 3

Research Sample Size

Population Size	Confidence Level %	Margin of error %	Required/minimum Sample Size
1,545,076	95	5	385

3.4 Instrumentation

The primary data in this research have been collected through designing and constructing a survey that meet the objectives of the research. The researcher built the survey from scratch through different phases and that included, extensive review of the literature, reviewing of related published surveys to figure out the gap that need to be filled through the designed survey. It consists of three main sections; the first covered demographic items about the respondents, current entrepreneurial activities status, cultural and non-cultural dimensions. The latter consist of the following dimensions; *orientation towards entrepreneurship, Autonomy, Innovation Behavior, Risk Taking, Proactiveness, Competitiveness Aggressiveness, Long Term Orientation, Power Distance, Collectivism, Masculinity, Performance Orientation, Assertiveness Orientation, Human orientation, Synchronous, learning orientation, uncertainty avoidance, Religiosity and Resistance to change*. Each dimension consists of four up to six items.

The first and second sections of the survey requires input from the respondent such as age, years of study, etc. however, other questions have been categorized into specific

options such as father work. The third section uses seven scale Likert; strongly agree, agree, slightly agree, neutral, disagree, slightly disagree, strongly disagree.

3.5 Validating and Pre-testing Survey

The survey was tested by the academic supervisor. In addition; it had been reviewed and filled by 10 people from both the professional and academic fields. This helped the researcher to review the survey several times and make required changes to make sure the audience are understanding and responding to it clearly. The Arabic language is used in the survey since it's the native language for Palestinian society.

3.6 Data Gathering Procedures

The researcher used several methods to collect 525 surveys from West Bank and Gaza through the following:

1. The researcher printed out about 400 survey that had been distributed in universities, workplace, personal and professional network of the researcher. 305 survey filled and 95 survey were returned.
2. An online version have been created through Google survey tools. This have been shared through different social media platforms to enhance the accessibility for people in different geographic areas. 120 survey were filled online.
3. It was hard for the researcher to reach Gaza audience due to the political situation there. The researcher hired a person from Gaza who printed out 150 survey, where 100 survey were filled and 50 were returned.

3.7 Statistical Treatment of Data

After data collecting stage, raw data have been encoded by the researcher as follow:

Table 4
Data Likert scale

Scale	Strongly agree	Agree	Slightly agree	Neutral	Disagree	Slightly disagree	Strongly disagree
Encoded Value	7	6	5	4	3	2	1

Thenceforth; The following points summarize the used statistical instruments:

- A. Reliability testing:** This is used to test the internal consistency between items through a construct. It's important to measure that all items are closing to address the same construct as a group. Cronbach's alpha used for this purpose.
- B. Computing new variable:** The mean(average) is calculated for construct items per each response which will be used in advance statistical analysis stages.
- C. Examining the relationship:** The variables types are categorical variables which consists of two levels and more. The test assumptions that match the data will be used to explore if the relationship exists and the strength degree will be Ch-square for association test.
- D. Decision Criteria**
 - 1. Chi-Square:** The calculated value of Sig (which is the p-value) in the test will be the main criteria for accepting or rejecting the hypothesis. If the p-value is less than .05 then there is a statistical relationship between the variables. If the relationship exists, the strength of the relationship will be measured through Phi and Cramer's v value (Corbett, 2001) as follow:

- a. > 0 no relationship
- b. .1 -.19 Weak relationship.
- c. .2-.29 Moderate relationship.
- d. .3 and over Strong relationship.

2. Phi and Cramer's v:

To be able to determine the type of the relationship between the two variables; Either Phi or Cramer's v values should be interrupted. In the case of this research and based on the data type; Cramer's v value will be used since Phi value usually used to measure the strength of the association between two variables which has only two categories. (It applies to 2x2 nominal tables only) while Cramer's S used to measure the strength of the association between one nominal variable with either another nominal variable, or with an ordinal variable. The tables in this research are above 2x2 tables.

3. Expected Frequency:

The results in the Chi-Square table should show the expected frequency of the cell. No more than 20% of the expected counts are less than 5 and all individual expected counts are 1 or greater" (Yates, Moore & McCabe, 1999).

CHAPTER FOUR: FINDINGS AND DATA ANALYSIS

Chapter four represent all data analysis phases and that includes data screening to check if the data is ready for analysis, reliability analysis to test construct consistency, and normality statistical test. After that each formulated hypothesis that have been developed in chapter two tested based on the required statistical test. Moreover, this chapter includes tables that summarize the analysis results for each phase.

4.1 Data Screening

The goal of screening the data is to make sure the collected data is ready for the analysis stage and meet some statistical standards. This stage includes missing data, detecting outliers, testing the normality.

A. Missing Data: No missing values were found in the dataset.

B. Outliers (Univariate): The dataset was examined; Four responses were less than 20 years old and 18 responses were greater than 40 years old. Both were excluded from the data since the data is covering people from 20 up to 39 years old. Unengaged responses are those responses were not engaged clearly while they are responding to the survey and their answers can be noticed like (3,3,3,3,3, or 4,4,4,4,4, etc.). It can be detected through calculating the standard deviation of each response. Responses which are equal to zero or less than .5 refer to unengaged response. Standard deviation of nine responses were equal to zero and four responses were less than .5 and both responses were deleted from the dataset.

Normality: Refers to how the data is distributed, it can be tested through shape, skewness and kurtosis. Skewness refer to the symmetry of the data, where the value might be greater than one which considered a positive skewness, nor when the value is less than -1 indicates a left skewness and both are statistically accepted. Kurtosis refers to the “peakedness” level of the data distribution, the more outliers in the dataset, the large kurtosis. The skewness and kurtosis value of the normal distribution is zero. The judgmental rule in exploring skewness and kurtosis as follow; It is statistically accepted if their value less than three times of the standard error, otherwise there are a clear skewness and kurtosis issues. There is more tough rule that the overall score should be greater than 1.00 and less than 2.200 (Sposito, 1983). The following table represent the results of the skewness and kurtosis analysis and it indicates that data is not having any issues in general expect Col1, Col5 and MAS4 where Std. Error of Skewness is .111 and Std. Error of Kurtosis is .222 and the values of variables are within 3 and -3.

Table 5
Normality Test

Variable	Skewness	Kurtosis
Age	.884	-.278
Gender	-.296	-1.921
Study Level	-1.248	1.197
Geographic	1.650	1.735
Father Work	.363	-1.455
Have Project	-1.120	-.748
Entre1	-1.118	1.267
Entre2	.427	-1.045
Entre3	-1.006	.745
Entre4	-.856	.660
Entre5	-.831	.474
Entre6	-.685	.181
LTO1	-1.237	2.014
LTO2	-.902	.617
LTO3	-1.181	1.505

LTO4	-.841	.069
PD1	-.917	.071
PD2	-1.275	2.253
PD3	-.622	-.351
PD4	.593	-.995
COL1	-2.407	7.035
COL2	-.673	-.342
COL3	-.140	-1.098
COL4	-1.275	1.296
COL5	-1.750	3.557
MAS1	-.401	-1.126
MAS2	-.161	-1.293
MAS3	-.272	-1.041
MAS4	-.162	-1.337
UA1	-1.908	5.407
UA2	-.789	.065
UA3	-.764	.085
UA4	-.373	-.791
UA5	-.882	.440

4.2 Reliability Analysis

Reliability refers to the consistency degree of a specific measure. Generally, there are three types of reliability which are; re-test reliability which focus on consistency over time, inter-rater reliability which focus on comparing between different researches and finally the internal consistency. In the context of this research, internal consistency will be measured to test if the items are reflecting the same construct. This has been done through Cronbach's alpha test which indicates the value of the consistency if specific item will be deleted. The test indicates that three items should be deleted to increase reliability and those are as follow:

Table 6
Reliability Test

Construct	Current Cronbach's Alpha value	Item/s to be deleted	New Cronbach's Alpha value
Entrepreneurship	0.721	Entre2	.781
Power Distance	0.66	None	0.66
Collectivism	0.572	None	0.572
Masculinity	0.737	MAS3	.812
Uncertainty Avoidance	.739	UA1	.756
Long Term Orientation	0.669	None	0.669

4.3 Descriptive Statistics

Table below 4.3 summarize the profile of the respondents who mainly are between 20-39 years old and covered both Westbank and Gaza. Father work where also explored along with the study level. Most of the respondent's father works as an employee and 63.3% of them own B.A degree. About 25.6% of the sample owns a current project.

Table 7
Respondent Profile

Gender	Males		Females		
	42.7%		57.3%		
Geographic Location	West Bank		Gaza		
	78.7%		21.3%		
Father work	Employee	Farmer	Trader	Profession	Worker
	45.4 %	6.7 %	14.8 %	19.6 %	13.5%
Have Current Project	Yes		No		
	25.6%		74.4 %		
Study Level	Less than Tawjihi	Only Tawjihi	Diploma	Bachelor	Master
	4.8%	9.2%	15.4%	63.3%	7.3%

The following table represent the descriptive analysis of the constructs. About 78% of the sample population tend to have strategic entrepreneurship intention towards creating their own business. 66.7% of them see power distance as a respectful, common and acceptable in

the Palestinian society. Around 74% see that society is responsible about determining her/his attitudes and behaviors and pertinence for family and local society. Besides that, 60% of the population agreed that Palestinian society is practicing masculinity in different areas of life and that includes; Home decisions which should be taken by men, males are encouraged more for higher education, and they prefer that senior positions to be occupied by males. On another side, 70% of the population are afraid from the future, new circumstances and they prefer a clear and planned changes. While 79% of the population sample see themselves having long term thinking about their future.

Table 8
Descriptive Analysis

Construct	Mean	Standard Deviation	Percentage (MEAN/7) *100
Entrepreneurship	5.464167	0.994928	78.05952
Power Distance	4.66875	1.144239	66.69643
Collectivism	5.18125	0.989509	74.01786
Masculinity	4.230083	1.746936	60.42976
Uncertainty Avoidance	4.917708	1.175376	70.25298
Long Term Orientation	5.526563	0.940522	78.95089

4.4 Hypothesis Testing

A. Culture Dimensions:

1. Power Distance and Strategic Entrepreneurship Intention

H0: There is no association between power distance and strategic entrepreneurship intention.

H1: There is an association between power distance and strategic entrepreneurship intention.

Table 9
Hypothesis 1 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.922 ^a	9	.218
Likelihood Ratio	12.751	9	.174
Linear-by-Linear Association	.593	1	.441
N of Valid Cases	480		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.00.			

Table 10
Hypothesis 1- Symmetric Results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.158	.218
	Cramer's V	.091	.218
N of Valid Cases		480	

Based on the decision criteria that have been discussed in the previous chapter:

If $P\text{-Value} \leq \alpha \rightarrow \text{Reject } H_0 \text{ and accept } H_1$

The sig value is 0.218

.218 > .05 Then Accept H_0 and Reject H_1 .

A negative result from a chi square test indicates that there is no relationship between power distance and strategic entrepreneurship intention.

2. Collectivism and Strategic Entrepreneurship Intention

H0: There is no association between collectivism and strategic entrepreneurship intention.

H1: There is an association between collectivism and strategic entrepreneurship intention.

Table 11

Hypothesis 2 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.019 ^a	9	.048
Likelihood Ratio	17.091	9	.047
Linear-by-Linear Association	2.329	1	.127
N of Valid Cases	480		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.20.			

Table 12

Hypothesis 2 Symmetric Results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.188	.048
	Cramer's V	.109	.048
N of Valid Cases		480	

The sig value is 0.00.

0.048 < .05 Then Accept H₁ and Reject H₀.

Cramer's V value is .109

A positive result from a chi square test indicates that there is a weak relationship between collectivism and strategic entrepreneurship intention.

3. Masculinity and Strategic Entrepreneurship Intention

H0: There is no association between masculinity and strategic entrepreneurship intention.

H1: There is an association between masculinity and strategic entrepreneurship intention.

Table 13

Hypothesis 3 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	24.585 ^a	18	.137
Likelihood Ratio	26.204	18	.095
Linear-by-Linear Association	.136	1	.712
N of Valid Cases	480		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.55.			

Table 14

Hypothesis 3 Symmetric Results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.226	.137
	Cramer's V	.131	.137
N of Valid Cases		480	

The sig value is 0.00.

0.137 > .05 Then Accept H₀ and Reject H₁.

A negative result from a chi square test indicates that there is no relationship between masculinity and strategic entrepreneurship intention.

4. Uncertainty Avoidance and Strategic Entrepreneurship Intention

H0: There is no association between uncertainty avoidance and strategic entrepreneurship intention.

H1: There is an association between uncertainty avoidance and strategic entrepreneurship intention.

Table 14

Hypothesis 4 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	35.816 ^a	12	.000
Likelihood Ratio	31.220	12	.002
Linear-by-Linear Association	.011	1	.917
N of Valid Cases	480		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.55.			

Table 13

Hypothesis 4 Symmetric Measures

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.273	.000
	Cramer's V	.158	.000
N of Valid Cases		480	

The sig value is 0.00.

0.00 < .05 Then Accept H1 and Reject H0.

Cramer's V value is .158

A positive result from a chi square test indicates that there is a weak relationship between masculinity and strategic entrepreneurship intention.

5. Long Term Orientation and Strategic Entrepreneurship Intention

H0: There is no association between long term orientation and strategic entrepreneurship intention.

H1: There is an association between long term orientation and strategic entrepreneurship intention.

Table 14

Hypothesis 5 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	76.949 ^a	9	.000
Likelihood Ratio	78.090	9	.000
Linear-by-Linear Association	58.668	1	.000
N of Valid Cases	480		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.00.			

Table 15

Hypothesis 5 Symmetric results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.400	.000
	Cramer's V	.231	.000
N of Valid Cases		480	

The sig value is 0.00.

0.00 < .05 Then Accept H1 and Reject H0.

Cramer's V value is .231

A positive result from a chi square test indicates that there is a moderate relationship between Long term orientation and strategic entrepreneurship intention.

B. Demographic Variables:

A. Gender

H0: There is no association between gender and strategic entrepreneurship intention.

H1: There is an association between gender and strategic entrepreneurship intention.

Table 16

Hypothesis 6 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4608.360 ^a	6	.000
Likelihood Ratio	4783.076	6	.000
Linear-by-Linear Association	4224.309	1	.000
N of Valid Cases	125434		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 68.93.

Table 17

Hypothesis 6 Symmetric results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.192	.000
	Cramer's V	.192	.000
N of Valid Cases		12543	
		4	

The sig value is 0.00.

0.00 < .05 Then Accept H1 and Reject H0.

Cramer's V value is .192

A positive result from a chi square test indicates that there is a weak relationship between masculinity and strategic entrepreneurship intention.

B. Study Level

H0: There is no association between study level and strategic entrepreneurship intention.

H1: There is an association between study level and strategic entrepreneurship intention.

Table 18

Hypothesis 7 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7847.790 ^a	24	.000
Likelihood Ratio	6987.356	24	.000
Linear-by-Linear Association	346.045	1	.000
N of Valid Cases	125434		
a. 1 cells (2.9%) have expected count less than 5. The minimum expected count is 3.47.			

Table 19

Hypothesis 7 Symmetric Results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.250	.000
	Cramer's V	.125	.000
N of Valid Cases		12543	
		4	

The sig value is 0.00.

0.00 < .05 Then Accept H1 and Reject H0.

Cramer's V value is .125

A positive result from a chi square test indicates that there is a weak relationship between study level and strategic entrepreneurship intention.

Father Work

H0: There is no association between father work and strategic entrepreneurship intention.

H1: There is an association between father work location and strategic entrepreneurship intention.

Table 20

Hypothesis 8 Chi-Square Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5150.50	24	.000
	1 ^a		
Likelihood Ratio	4923.01	24	.000
	1		
Linear-by-Linear Association	1015.46	1	.000
N of Valid Cases	125434		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.28.			

Table 21

Hypothesis 8 Symmetric Results

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.203	.000
	Cramer's V	.101	.000
N of Valid Cases		12543	
		4	

The sig value is 0.00.

0.00 < .05 Then Accept H1 and Reject H0.

Cramer's V value is .101

A positive result from a chi square test indicates that there is a weak relationship between masculinity and strategic entrepreneurship intention.

CHPATER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATIONS

The final chapter describe the findings and interpretations of the research and that includes the answers of the main research questions that have been raised in chapter one. It includes conclusions and recommendations for future researches as well. In addition, findings of the research have been summarized in graphics and tables.

5.1 Findings

1. The characteristics of the Palestinian society in accordance with Hofstede cultural dimensions:

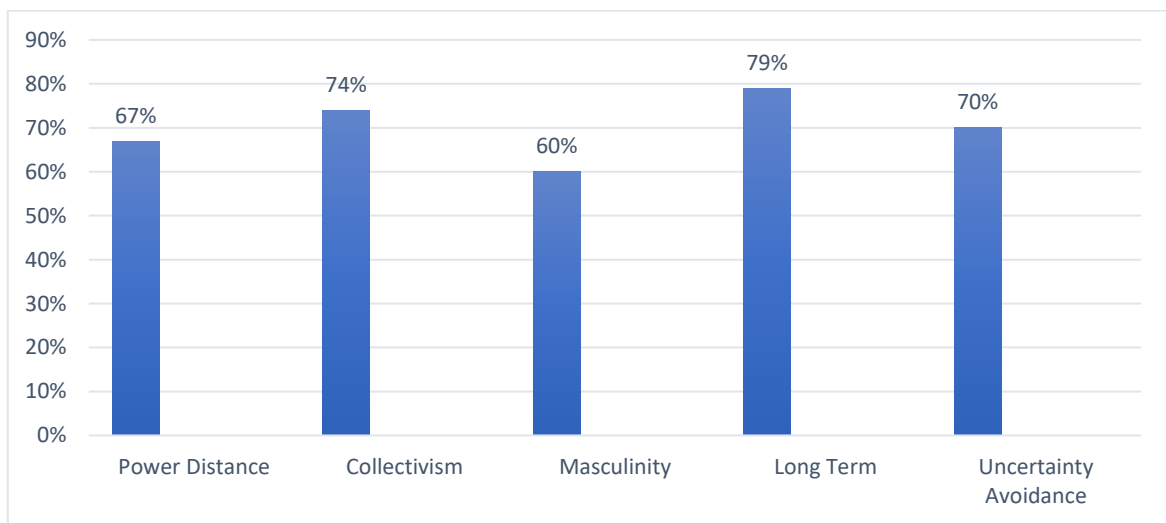


Figure 6. Hofstede Culture Dimensions in Palestine

2. To what extent Palestinian youth have strategic entrepreneurial intention?

The Palestinian society tends to have a high percentage towards establishing news business. The percentage towards having strategic entrepreneurship intention is 78%. Around 66% of the sample have thoughts to establish untraditional business ideas, over 50% think about different commercial, industrial or technological projects. Over 50% agreed that

entrepreneurship topics is one the inspiring topics to think and read about. Moreover, around 48% pay attention to latest technology news to be inspired about new business ideas to implemented on the ground. Figure 7 summarizes the percentages of the strategic entrepreneurship intention of the targeted sample.

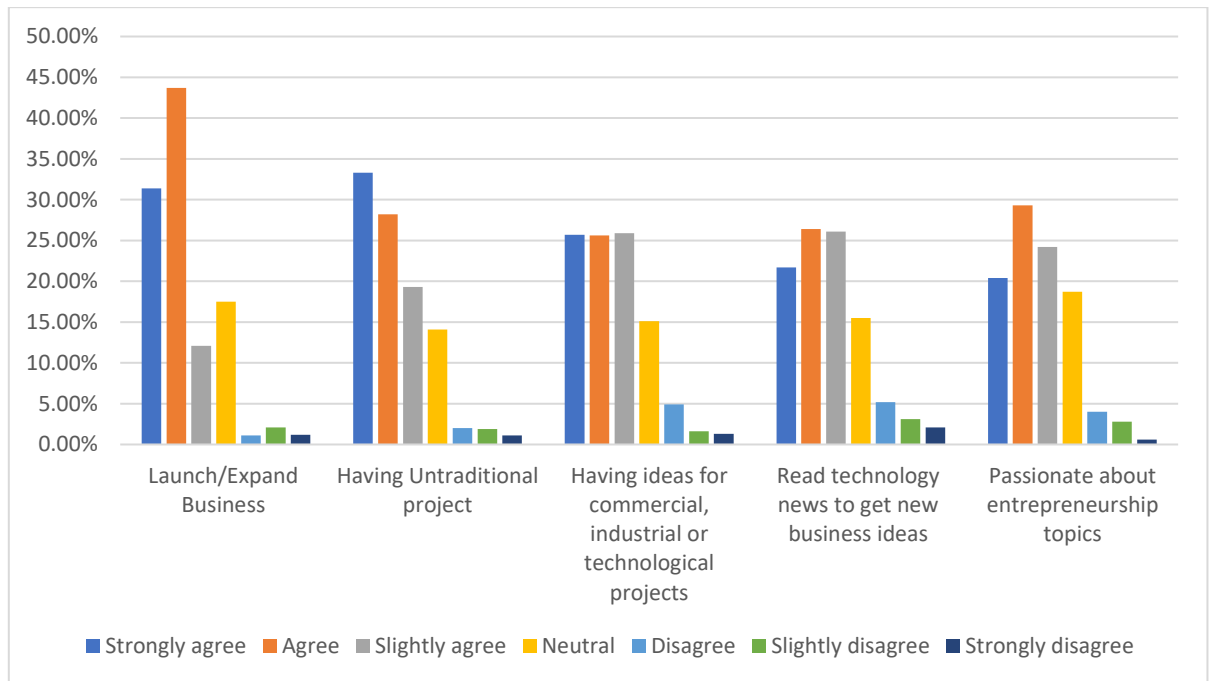


Figure 7. Percentage of Strategic Entrepreneurial Intention in Palestine

3. Relationship between Hofstede national culture dimensions and strategic entrepreneurship intention in the Palestinian society?

The research found that strategic entrepreneurship intention has a positive relationship with three Hofstede culture dimensions (collectivism, uncertainty avoidance, and long term orientation), in addition to the demographic variables that have been measured in this research and that included (Gender, education level and father work). Table 22 summarize the results of the associations between the tested hypothesis:

Table 22

Variables Relationships Strength

<i>Culture Variable</i>	<i>Relationship type</i>	<i>Relationship Strength</i>
<i>Strategic Entrepreneurship Intention</i>		
<i>Power Distance</i>	<i>Negative</i>	<i>No Relationship</i>
<i>Collectivism</i>	<i>Positive</i>	<i>Weak</i>
<i>Masculinity</i>	<i>Negative</i>	<i>No Relationship</i>
<i>Long Term Orientation</i>	<i>Positive</i>	<i>Moderate</i>
<i>Uncertainty Avoidance</i>	<i>Positive</i>	<i>Weak</i>
<i>Gender</i>	<i>Positive</i>	<i>Weak</i>
<i>Study level</i>	<i>Positive</i>	<i>Weak</i>
<i>Father work</i>	<i>Positive</i>	<i>Weak</i>

5.2 Discussion

The current research examines the characteristics of the Palestinian culture, their strategic entrepreneurship intention and how culture is affecting it. Findings in the present research shows that Hofstede cultural dimensions scale in Arabic cultures are aligned within the same percentage to the Palestinian culture expect long term orientation dimension, where Palestinians practice a high scale of long-term orientation. Arabic countries in general have high score in power distance, which means they have acceptance for unequal distribution of power in the society, this can be found in organizations and social relationships despite that many countries have practiced Arab Spring where citizens hold hundreds of protests against governments, asking for having more dialogs between leaders and citizens. In addition,

individualism score low scales, which indicates that Arabian cultures including Palestine rely more on belongingness needs which can be (Family, Political or religion parties, etc.). This so far true because collectivism can be noticed during many society activities such as elections where people elects candidates based on their family roots not their professional preferences. Moreover; Masculinity have high scales, which means that cultures are not driven by competition, success, some societies noticed to practice femininity values through social life and relationships not in workplace context which driven by dominance, power and assertiveness. According to Hofstede, Arabic culture tend to have high score of uncertainty avoidance scale, which indicates they are not comfortable for any unexpected change. One of the noticeable points that countries such as United Arab Emirates and Saudi Arabia which has stable economic growth have high score in uncertainty avoidance, in counter to other countries that faces and practicing unstable political and economic situation.

In terms to long term orientation; Palestinians scale contradicts with other Arabian cultures which in general don't link their past practices to deal with present and future changes. They prefer to practice some short-term solutions for current issues without a direct and strong linkage to future. The scale difference between Palestine and other Arabian cultures may be interpreted in the variation of political and economy situations which includes occupation, absence or lack of governments policies and rules of the labor ecosystem and that force individuals to deep think on strategic level for their professional life and establishing new businesses. In terms of cultural dimensions relationship with strategic entrepreneurship intention, the present research found a direct relationship between three Hofstede cultural dimensions and strategic entrepreneurship intention with a variance in the

relationships strength level which is weak and moderate, while two cultural dimensions (Power distance and Masculinity) has no relationship with strategic entrepreneurship intention, and that's theoretically can be explained and interrupted because entrepreneurship requires a person who have vision, motivation to capture opportunities. The results are in consistent with growing researches in different countries that assumed there is a direct relationship between entrepreneurship and culture (Davidsson & Wiklund, 1997); (Levie & Hunt, 2004); (Morris& Avila, 1993). This can be also linked to (Hayton, 2002) findings who proved that cultural dimensions such as individualism, and uncertainty avoidance are related to entrepreneurship despite the empirical proof of weak relationship.

5.3 Conclusion

Entrepreneurship is the key factor for countries development and much researches must be conducted in the field to track current situations and what improvements and practices should be adopted in the field. Despite there are wide researching efforts in this area, still there is a need to fill the gap in the literature to discover and explore what factors are directly impacting and affecting strategic entrepreneurship intention. In the Palestinian context, it's obvious there is a lack in researches about entrepreneurship, culture, and what factors are behind the intention of establishing new businesses, notwithstanding the region is rich of practices that help in identifying the factors that affect strategic entrepreneurship intention. Future researches will support active organizations in the field to interrupt why many practices have been failed in this sector. As a result; Their strategies and action plans for current and future programs might be adjusted.

5.4 Recommendations

Based on the results of the current research that have been discussed in chapter four and five and the researcher professional experience in the field and after conducting this research; There are some recommendations for actual changes on different levels that needed to be taken in consideration to enhance the Palestinian entrepreneurial culture through:

- A. Education:** Theoretical courses are important in understanding entrepreneurship from academic perspective, but this is not enough to create a comprehensive mindset for students about how entrepreneurship activities can be implemented in the market. Thus; There is a mandatory change in applying, updating and adding new courses that target entrepreneurship in particular which will be an added value for the education process on a long-term, and these additions should not be limited to the IT and business schools only, because entrepreneurship can be exist in any sector. In addition; Teaching methodology is important and critical to be discussed to make sure to present such courses in new and untraditional way, For example; let students to pick specific project to work on it on the ground since the beginning of the course and let them apply the theoretical aspects they learn in the class into actual actions on the ground. This will help students to practice and learn the entrepreneurship through trying not only reading. Moreover; The Palestinian NGOs provided a lot of courses and trainings in conducting business plan which is important but not the vital key for projects successful. Some aspects are needed to be covered such as idea pitching, communications, team formulation and management, etc.

- B. Government:** Taking in consideration that Palestine is under occupation and all financial resources are controlled and limited to donor's community; the government role can be important in working to update the current laws and facilitating startups legal registration. Until now and after reviewing the Palestinian laws; It's so clear that it's not yet updated to meet international data privacy and copyrights laws which create a challenge for a Palestinians who's interested to create startups and IT in particular.
- C. Research Community:** Limited resources about entrepreneurship in Palestine were found when this research was conducted. The Palestinian community need more efforts in developing researches in the field that covers different aspects such as culture, personalities, economy, occupation, legal environment, startup growth and sustainability cycle in Palestinian startups and others. Thus; organizations that specialized in this area must push more serious efforts on this especially universities where academics and specialized people are exists.
- D. Startup organizations:** That includes incubators, accelerators and financial resources such as banks and microfinances companies should develop strong assessment tools that help them to evaluate ideas that can be monitored and supported on a long-term orientation. In addition; there is a clear lack of achievements on the ground, repetitive unsuccessful practices (Ex; Type of trainings), and complicated progress when they incubate startups and that is clear through actual complicated procedures to get funds and legal conditions and restrictions.
- E. Networking:** This is so important in business development field especially in environment that have limited resources like Palestine. It's important to enhance

learning, access to new resources, expand to new markets that will lead to open new opportunities for establishing a link between local, regional and international entrepreneurs.

5.5 Recommendations for Future Researches

This study didn't deeply cover other cultural and non-cultural factors and models that have an impact and directly affect strategic entrepreneurship intention such as economy, personal attitudes, policies and regulations factors. It's recommended to develop more researches that investigate the entrepreneurship in Palestine that cover different aspects that help to figure out entrepreneurship ecosystem strength and weakness. The researcher will follow this research with other researches that investigate other factors such as personal behaviors and values (Ex, self-autonomy, religious, learning orientation, etc.).

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Appendix A: Research survey

استبيان بخصوص أثر الثقافة العربية على الابداع وريادة الاعمال عند قطاع الشباب في فلسطين
الفئة المستهدفة من عمر 20 الى 40 عام
المعلومات الواردة في الاستبيان سيتم التعامل معها بسرية تامة ولن تستخدم الا لأغراض البحث العلمي. شاكرين لكم حسن تعاونكم

الرمز	السؤال
Pre1	العمر
Pre2	الجنس : <input type="checkbox"/> ذكر <input type="checkbox"/> انثى
Pre3	عدد سنوات الدراسة (مدرسة + جامعه)
Pre4	نوعية الدراسة : <input type="checkbox"/> علمي <input type="checkbox"/> أدبي <input type="checkbox"/> تجاري <input type="checkbox"/> صناعي
Pre5	الدرجة العلمية : <input type="checkbox"/> أقل من توجهي <input type="checkbox"/> توجهي <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراة
Pre6	معدل التوجيهي %
Pre7	معدل الجامعة %
Pre 8	مكان الإقامة : <input type="checkbox"/> الضفة الغربية <input type="checkbox"/> قطاع غزة <input type="checkbox"/> القدس
Pre 9	مكان السكن : <input type="checkbox"/> مدينة <input type="checkbox"/> قرية
Pre 10	دخل الاسرة شيكل
Pre 11	مهنة الأب : <input type="checkbox"/> موظف <input type="checkbox"/> مزارع <input type="checkbox"/> تاجر <input type="checkbox"/> صاحب مهنة <input type="checkbox"/> عامل

هل لديك عمل خاص (تجاري، صناعي، زراعي، أو غيره)

Pre12	هل لديك عمل خاص بك ؟ <input type="checkbox"/> نعم <input type="checkbox"/> لا
Pre13	مشروعي فيه نوع من الابداع ليس تقليدي ويتميز عن المشاريع المشابهة أوافق بشده <input type="checkbox"/> اوافق <input type="checkbox"/> اوافق لحد ما <input type="checkbox"/> محايد <input type="checkbox"/> اعارض لحد ما <input type="checkbox"/> اعارض <input type="checkbox"/> أعارض بشده

التوجه نحو الريادة orientation towards entrepreneurship

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
Entre1	أخطط لاطلاق أو (توسيع) مشروعني التجاري الخاص بي						
Entre2	لا أرغب اطلاقا بالحصول على وظيفه براتب						
Entre3	أفكر في اطلاق مشروع غير تقليدي يقوم على فكرة جديده لم تجرب من قبل						
Entre4	دائما يخطر لي افكار لمشاريع تجارية او صناعية او تكنولوجية						
Entre5	دائما اتابع اخبار التكنولوجيا للحصول على أفكار جديده قابله للتطبيق كعمل تجاري						
Entre6	ريادة الاعمال من اكثر المواضيع التي تستهويني واحب متابعتها باستمرار						

الاستقلالية Autonomy

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
AUT 1	أمتلك كامل الحرية لأعيش حياتي كما ارجب							
AUT 2	أمتلك كامل الحرية للتخطيط لمستقبلي المهني							
AUT 3	قناعاتي الشخصية هي ما يحدد تصرفاتي وليس آراء الآخرين							
AUT 4	دائما أعمل على تحسين جودة حياتي حتى ولو كانت الظروف غير مواتية							

الابداع : Innovation Behavior

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
IB1	دائما أسعى لتحسين وتطوير الامور الخاصة بي							
IB2	لدي رغبة لتجريب الافكار والاساليب الجديدة							
IB3	لدي رغبة لتجريب الادوات والتقنيات الجديده							
IB4	أبحث دائما عن أفكار جديدة ذات قيمة اقتصادية واجتماعية							

المخاطرة : Risk Taking

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
RT1	أقوم بعمل مبادرات جديدة حتى لو عارضتها عائلتي							
RT2	أستمتع أكثر في القضايا التي فيها عنصر مغامرة							
RT3	أقوم بالانشطة الاقتصادية التي فيها مخاطرة مادية							
RT4	أفعل الاشياء التي تروق لي حتى لو كانت مخالفة للقوانين والاعراف							

روح المبادرة: Proactiveness

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
PR1	دائما ما أبحث عن طرق جديدة لتحسين حياتي							
PR2	إذا أمنت بفكرة ما ، لا يقف في وجهي اي عائق لتحقيقها							
PR3	لدي قدرات على تحويل الصعوبات التي تواجهني الى فرص							
PR4	أبادر دائما بشكل ذاتي ولا انتظر الاوامر من أحد							

حدة المنافسة : Competitiveness Aggressiveness

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
CA1	لا أخاف من المنافسه مهما كانت حداثتها							

						أعتبر المنافسة فرصه لإطلاق طاقتي وإبداعي	CA2
						أشعر بالاحباط عندما لا انجح في الفوز بمنافسه مع خصومي	CA3
						كلما كانت المنافسة اكثر حدية ، كلما زاد مستوى أدائي.	CA4

التخطيط بعيد المدى : Long Term Orientation

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
LTO1	لا أهتم بتحقيق الربح السريع بل اخطط للتطور على المدى الطويل						
LTO2	أخطط لمستقبلي المهني لمدى طويل الامد (أكثر من خمس سنوات)						
LTO3	لدي أهداف بعيدة المدى اسعى دائما لتحقيقها						
LTO4	أتخلى عن متعة اليوم للنجاح في المستقبل						

إحترام السلطة Power Distance

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
PD1	يجب تربية الأطفال على قبول سلطة الأكبر سنا						
PD2	احترام رأي مسنولي في العمل واجب علي						
PD3	مدرائي في العمل هم الاقدر على فهم متطلبات العمل						
PD4	اشراك الموظفين في اتخاذ القرار يقلل من هيبه المدير وينتقص من سلطاته						

الانتماء للجماعه Collectivism

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
COL1	لدي انتماء لعائلي وبلدي ووطني بشكل عام						
COL2	عادات وتقاليده وسلوك المجتمع هو ما يحدد سلوكي الشخصي						
COL3	يهمني كثيرا رأي الناس في شخصيتي وتصرفاتي						
COL4	على المجتمع والدولة توفير عمل لي عند تخرجي						
COL5	أعتبر نفسي جزء لا يتجزء من المجتمع						

الذكورية : Masculinity

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
MAS1	يكن الدور الأهم للمرأة في الاهتمام بمنزلها وعائلتها						
MAS2	الرجل لديه الكلمة الاخيرة في اي قرار في المنزل						
MAS3	في مجتمعي ، يتم تشجيع الذكور على الحصول على شهادات اكاديمية عالية اكثر من الاناث						
MAS4	أفضل ان يحتل الرجل المراكز والمناصب العاليه في المؤسسة						

الاهتمام بالانجاز : Performance Orientation

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض بشده
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PO1	أهتم كثيرا بانجاز المهام المناطة بي حتى لو لم القى التقدير من مدرائي						
PO2	لا أهتم كثيرا بالسمعة حتى لو كنت أستحقها						
PO3	أعمل بشكل جاد دائما حتى لو تقاعس زملائي						
PO4	دائما أسعى الى تطوير نفسي مهنيًا لتحسين أدائي في العمل						
PO5	أقدر الناس العاملين القادرين على الانجاز أكثر من ذوي المناصب العليا						

درجة الحزم : Assertiveness Orientation

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
AO1	أواجه الأشخاص الذين يتجاوزون حدودهم معي دون تردد							
AO2	لا أجد اي صعوبة في معارضة آراء الآخرين							
AO3	عندما أناقش شخص ما، أقول كل ما يخطر ببالي							
AO4	أتحدث عن مشاعري بشكل صريح ولا أكبتها							

النزعة الانسانية : Human Orientation

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
HO1	اهتمامات الآخرين وتوجهاتهم مهمة بالنسبة لي							
HO2	لا أرح مشاعر الآخرين حتى لو كان على حسابي الشخصي							
HO3	لا أرغب بممارسة الاعمال التي فيها استغلال للناس							
HO4	أهتم كثيرا بتوطيد علاقاتي مع الناس حتى لو كان على حساب عملي							
HO5	أهتم كثيرا بمشاركة الناس مناسباتهم الاجتماعية							

التزامن في اداء الأعمال : Synchronous VS Sequential

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
SY1	يمكنني ان أقوم بعدة أعمال بنفس الوقت							
SY2	القيام بأكثر من شيء في نفس الوقت يساعدني على انجاز مهمامي							
SY3	قيامي بأكثر من عمل بنفس الوقت شيء طبيعي							
SY4	من الصعب علي القيام بمهمة واحدة فقط في وقت معين							

التعلم الدائم : Learning Orientation

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
LO1	أبحث دائما عن فرص لزيادة معلوماتي ومعرفتي							
LO2	أحب المهام الصعبة التي تضيف شيئا جديدا الى معارفي							
LO3	لدي رغبة على خوض تجارب جديدة اتعلم منها شيئا جديدا							
LO4	أرغب بالعمل في مهمات تطلب قدرات ومهارات عالية							

							أرى التطوير والتعليم المستمر للشخص مهم جدا خلال مراحل عمره\ها المختلفة	L05
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تجنب المجهول: Uncertainty Avoidance

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
UA1	أهتم بأن تكون دائما تعليمات العمل واضحة تماما لي							
UA2	عندما ابدأ عمل جديد أشعر بالخوف							
UA3	يبتابني دائما خوف و شكوك حول المستقبل							
UA4	أشعر بالخوف من الاوضاع الغامضة ولا أرغب بالمغامره							
UA5	دائما هنالك مخاطرة من عمل الاشياء التي لم تنفذ من قبل							

مقياس الدين : Religiosity

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
RIE1	رزقي مقدر ولا يعتمد على جهدي							
RIE2	التعاليم الدينية تحد من حرية المرأة في التجارة							
RIE3	أنا زاهد في الحياه وأرضى بالقليل							
RIE4	أنا ملتزم اكثر بالأعمال التي تقربني الى الله							
RIE5	أنا مخلوق بالدرجة الأولى لعبادة الله							
RIE6	الدين هو حافظ لي على اتقان عملي							

مقاومة التغيير Resistance to change

الرمز	البند	أوافق بشده	أوافق	أوافق لحد ما	محايد	أعارض لحد ما	أعارض	أعارض بشده
RR1	أفضل دائما استخدام اشياء مجربة في حياتي							
RR2	التقنيات والحلول الجديدة دائما تجلب لي المشاكل							
RR3	أعتبر ان التغيير سيجلب أشياء سلبية							

المُلخَص

تعتبر ريادة الأعمال من أهم مفاتيح التطور الإقتصادي للدول حول العالم، حيث تعد من أهم أصول الدول للاستثمار والتطوير لتحقيق المنفعة القصوى من تأثيرها الاقتصادي. وتلعب الثقافة المحلية دورا مهما في تحديد مواقف وسلوكيات الأفراد في المجتمع، حيث أنها تقوم بتحديد التوجه المسبق للقيام بعمل محدد بناء على القيم والأفكار الراسخة.

على مدار عقود، يشهد المجتمع الفلسطيني أنشطة متنوعة وكثيرة لها علاقة بريادة الأعمال لكن من غير أي تأثير يذكر على الناتج المحلي الإجمالي الفلسطيني وهو الذي يخالف هدف ونتيجة ريادة الأعمال التي تعنى بتحقيق دخل اقتصادي للأفراد والمجتمع، لذلك يوجد افتقار وحاجة مهنية وأكاديمية لمعرفة العوامل التي تؤثر على رغبة الأفراد في تأسيس شركات عمل واستمرارهم في هذا المجال.

خلال هذا البحث تم دراسة خصائص المجتمع الفلسطيني بناء على خمس أبعاد ثقافية للعالم هوفيستيد وهي احترام السلطة، التخطيط طويل المدى، الذكورية، تجنب المجهول والانتماء للجماعة وبعدها تحليل العلاقة بين هذه الأبعاد مع التوجه نحو الريادة.

تم جمع 515 استبيانة لغرض هذا البحث الكمي من الفلسطينيين الذين يسكنون في الضفة الغربية وقطاع غزة، للأفراد التي تتراوح أعمارهم بين 20 إلى 39 عاما حيث يمثلون حوالي 31% من مجموع السكان الفلسطينيين وتم تحليل البيانات من خلال برنامج الحزمة الإحصائية للعلوم الاجتماعية (النسخة 23).

أظهرت نتائج البحث أن المجتمع الفلسطيني لديه نسبة وتوجهات عالية نحو جميع الأبعاد الثقافية التي تم ذكرها وهذه النتيجة تتناسب وتتوافق مع دراسات لثقافات عربية أخرى باستثناء التخطيط طويل المدى الذي يعد مرتفعا مقارنة بباقي الثقافات العربية. وأثبتت الدراسة أيضا وجود علاقة مباشرة وإيجابية بين الأبعاد الثقافية ودرجة التوجه نحو الأعمال الريادية على الرغم من وجود علاقة ضعيفة لجميع الأبعاد باستثناء التخطيط طويل المدى الذي يرتبط بعلاقة قوية مع توجه الفرد نحو ممارسة الأعمال الريادية.

يحتاج مجال هذا البحث إلى المزيد من الأبحاث المستقبلية لدراسة وتحليل واستكشاف العوامل التي تؤثر على ريادة الأعمال سواء كانت عوامل ثقافية أو غير ثقافية خاصة في فلسطين التي تعد بيئة بحثية خصبة لأي أبحاث مستقبلية.