

**Deanship of Graduate Studies
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**“The Impact of Cultural Values on the Entrepreneurial
Orientation” A Case study on women entrepreneurs in
southeast Jerusalem.**

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“The Impact of Cultural Values on the Entrepreneurial Orientation” A Case Study on Women Entrepreneurs in Southeast Jerusalem.

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A Case study on women entrepreneurs in southeast Jerusalem.**

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Dedication

This study belongs to the researcher and has been submitted only for the requirement to get the degree in Master of Business Administration.

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Abstract

Cultural values largely shape women's entrepreneurship environment and nature, which in turn influence their behaviors and orientation in many aspects. In this regard, this paper seeks to explore how cultural values impact the entrepreneurial orientation of women entrepreneurs in the area of southeast Jerusalem. It's a cross-sectional study that uses the analytical and descriptive approach to achieve the study objectives. Additionally, a well-prepared questionnaire was used to collect the data from the study population, and it was analyzed using the SPSS program. In the end, 61 women have participated in this study.

The findings of this study showed a significant relationship and positive, intermediate correlation between the cultural values and the entrepreneurial orientation of women entrepreneurs in the area of southeast- Jerusalem. All the variables' coefficients summary as shown in the study revealed that all the parameters used to measure the independent variable with those of the dependent variable, showed significant values except for the relationship between uncertainty avoidance and risk-taking. In conclusion, the study revealed that the cultural environment features of women entrepreneurs is supportive but in an intermediate level for providing the initiatives and promoting creativity and autonomy, proactiveness, fierce competition of women orientation.

Keywords: Cultural values, Entrepreneurship, Entrepreneurial orientation, Women Entrepreneurs.

تأثير القيم الثقافية على التوجه الريادي: دراسة حالة حول رائدات الأعمال في جنوب شرق القدس

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الملخص

تشكل القيم الثقافية إلى حد كبير بيئة وطبيعة قيادة الأعمال للمرأة ، والتي بدورها تؤثر على سلوكياتهن وتوجهاتهن في العديد من الجوانب. في هذا الصدد، تسعى هذه الورقة إلى استكشاف كيفية تأثير القيم الثقافية على التوجه الريادي لرائدات الأعمال في منطقة جنوب شرق القدس. تعد هذه دراسة مقطعية تستخدم المنهج التحليلي والوصفي لتحقيق أهداف الدراسة، بالإضافة إلى ذلك، تم استخدام استبيان جيد الإعداد لجمع البيانات من مجتمع الدراسة، وتم تحليله باستخدام برنامج SPSS. في النهاية ، شاركت 61 امرأة في هذه الدراسة.

أظهرت نتائج هذه الدراسة وجود علاقة ارتباط معنوي وإيجابي وسيط بين القيم الثقافية والتوجه الريادي لرائدات الأعمال في منطقة جنوب شرق القدس. أظهر ملخص معاملات جميع المتغيرات كما هو موضح في الدراسة أن جميع المعلمات المستخدمة لقياس المتغير المستقل مع تلك الخاصة بالمتغير التابع ، أظهرت قيمة معنوية باستثناء العلاقة بين تجنب عدم اليقين والمخاطرة. وفي الختام كشفت الدراسة أن البيئة الثقافية لرائدات الأعمال داعمة ولكن في المستوى المتوسط لتقديم المبادرات وتعزيز الإبداع والاستقلالية والاستباقية والمنافسة الشرسة لتوجيه المرأة.

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Abbreviations

EO: Entrepreneurial Orientation

PD: Power distance

SMEs: Small and Medium Enterprises

SEM: Structural equation Modeling

Chapter 1

Introduction

1.1 Research Background

Weber (1930) was the first social scientist who recognized that cultural values in a country play a crucial role in affecting and shaping entrepreneurship (*Gopinath, 2014; Claza, 2020*). Based on the existing literature, a lot of studies examined the relationship between culture and entrepreneurship and found that both are closely related (*McGarth, 1992; Lumpkin & Dees, 1996; Dogan, 2016*).

Entrepreneurship can be described as “The ability to turn ideas into actions, a process that carried on in spotting and exploiting available or/and potentially profitable opportunities. It includes innovation, taking risks, independence, resource deployment, thereafter, launching a new venture” (*El-Farra, 2017, (AlMamun, 2017)*). Recently, Entrepreneurship has gained high recognition and prominence, due to its dynamic role in business growth and wealth creation (*Lumpkin & Dees, 1996*) that leads to sustainable development along with its contribution in involving all of the society segments in the economic movement, especially the youth category (*Al-Shobaki, et al., 2018*). taking into consideration the participation of qualified women, since lately women entrepreneurship has been recognized as one of the main contributors to economic growth and social progress (*Althalathini, 2015*). In order to maintain this economic growth and survival if any (*Morris, 1998; Lee & Peterson, 2000*) proposed that EO is crucial for companies to adapt, since it directs and largely influences the firms strategic performance, and draws ways in achieving competitive advantages (*AlMamun, 2017*). EO is a multidimensional concept that rather includes three dimensions- risk-taking, innovativeness, pro-activeness (*Miller, 1983; Covin & Sliven, 1989*). or five dimensions- risk taking, innovativeness, pro-activeness, autonomy, competitive aggressiveness. Firms are considered to be entrepreneurial when they display a high level of these dimensions. These dimensions yet may vary depending on several factors, such as the external/internal environment (*Lumpkin & Dees, 1996*). Among the many factors that influence the entrepreneurial orientation, and considered to be the most critical is a set of social and cultural values. Where many studies realized the role of cultural values on the entrepreneurial behavior (*Basso, 2007*), where social and economic institutions are primarily shaped by cultural values. It is a source of personality development, affect the motivational background of intentions and restrict certain behaviors (*Ijaz, et al., 2012*). Many scholars referred to Hofstede’s cultural theory to measure the cultural values in four basic dimensions- power distance, uncertainty avoidance, individualism, masculinity (*Kreiser, 2010*). Where these dimensions can impact and shape the entrepreneurial orientation of an enterprise (*Basso, 2007*).

Most of the previous studies examined the relationship between culture and EO in developed countries (SeonYoo, 2015). yet, few studies talked about it in the developing countries, especially in Palestine. Entrepreneurship in Palestine is still in the early stages of an economy which is driven by factors of production (*GEM, 2012*), while the true meaning of entrepreneurship is the increase of innovation, economic growth, and reduction of unemployment (*Mansour & Abdul Jawad, 2018*). SME's represent 99% of the Palestinian firms and 82% of workers (Ramadan & Ahmad, 2018). One of the many challenges that impact sustaining entrepreneurial activity in a country is the national culture (*SeonYoo, 2015*). Arab women at large face a lot of barriers. One of these obstacles are considered informal barriers arise from the cultural values, norms, customs. that led to perceive ownership activities as male activities and formed social image that reduced women role to housewives only (*Sultan, 2016*).

Therefore, it is very important to understand and examine deeply the women entrepreneurial activities and the relationship between cultural values and the entrepreneurial orientation in Palestine. From here, This study aims to investigate and assess whether cultural values play a major role in influencing the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem- Palestine.

1.2 Research Problem

The national culture in a given society form as a reference frame and indicates the level of entrepreneurial activities and behaviors to which that society considers, such as risk taking, independence, desirability (Basso et al., 2008). This behavior vary differently by each society. In Palestine for instance, as a developing country. the prevailing cultural values in general represent an obstacle to entrepreneurs especially women and do not encourage them to take risky decisions regarding starting a business. rather it encourage them to seek a job either at a private or governmental sector (*Mansour & Abdul Jawad, 2018*), (*Mohsen, 2008*). Unfortunately, little research has been conducted to understand the entrepreneurship in Palestine at large, and women entrepreneurship in specific. there's a noticeable absence of studies that provide the researcher of evidence regarding cultural values and how it impact the entrepreneurial orientation of women entrepreneurs in Palestine. From here, this paper seeks to fill this gap by understanding and investigating how cultural values affect the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem- Palestine.

1.3 Research Objectives

This study aims to investigate the cultural values dimensions that influence the entrepreneur's orientation and whether it represent a barrier or an inspiration for their actions. This paper is conducted on the Palestinian women entrepreneurs based on various factors.

1.3.1 Main objective

1. The primary purpose of this research is to assess whether or not the cultural values play a significant role in influencing the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem - Palestine.

1.3.2 Specific objectives

The specific objectives are to:

1. Investigate how uncertainty avoidance of the Palestinian culture in the West Bank can be negatively related to risk taking decisions.
2. Examine how power distance in the Palestinian culture can be negatively related to autonomy.
3. Examine how individualism in the Palestinian culture can be negatively related to pro-activeness and innovativeness.
4. Explore how masculinity in the Palestinian culture can be positively related to competitive aggressiveness.

1.4 Research Significance

The significance of this study stems from the fact that the prevailing cultural values in Palestine form as an obstacle to entrepreneurs and do not encourage them to take risky decisions to start a business (*Mansour & AbdulJawad, 2018*). And while There is a noticeable absence of studies that provide the researcher of evidence regarding cultural values and how it impact the orientation of entrepreneurs in Palestine. The significance of this study are as following:

1.4.1 Practical Significance

This study gives awareness to families, academia, society, government of the importance of entrepreneurs and their role in the economic development. Also, it is useful to organizations that target entrepreneurs sector. Sequentially, this paper contributes paramountly to the development of SMEs by providing some strategies and recommendations that can mitigate the challenges faced by entrepreneurs out of social values in the West Bank, Palestine.

1.4.2 Theoretical Significance

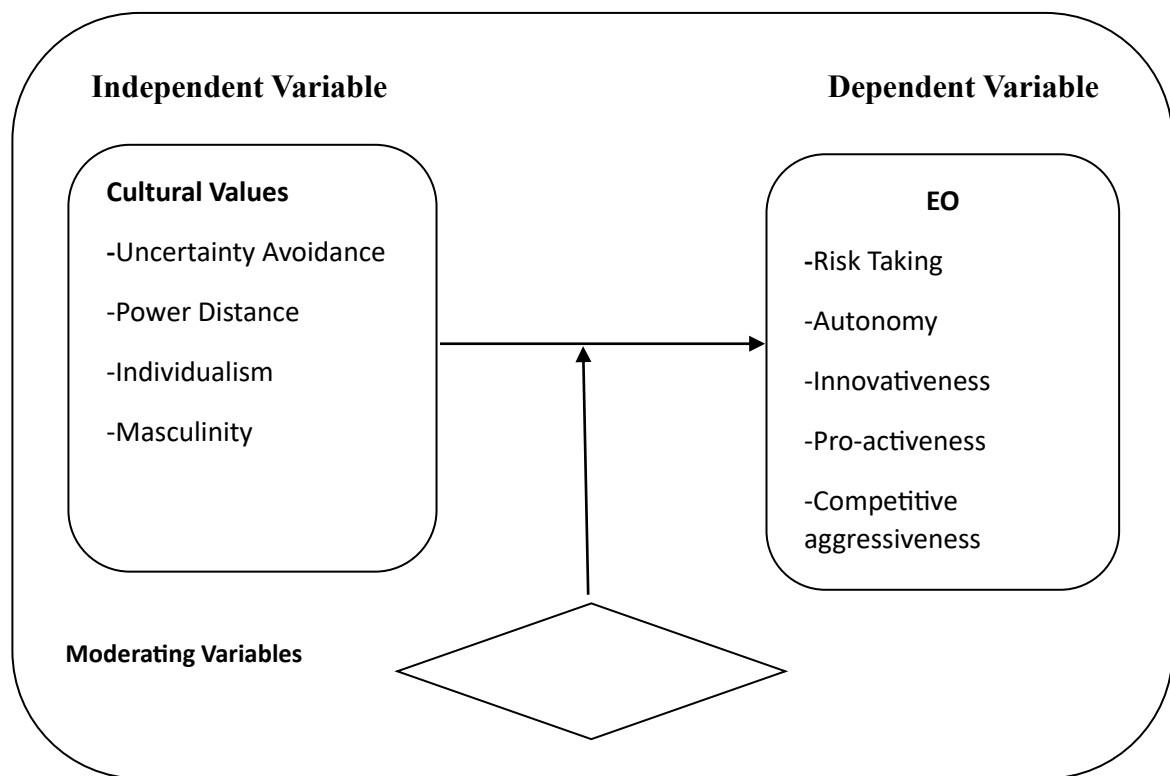
The study examines the dimensions of cultural values, and the dimensions of EO, and investigates the relationship between the main variables in the West bank, Palestine in particular. Also, it enriches the Arab academic arena with new research study regarding entrepreneurship and how can we encourage it by providing useful material to interested parties such as researchers and academics.

1.5 Research Variables

This study explores the influence of cultural values on the entrepreneurial orientation in the southeast Jerusalem- Palestine. Cultural values (Independent Variable of the study) measured mostly by referring to the model of cultural values of (Hofstede's ,1980) that measures the dimension of culture through: uncertainty avoidance, power

distance, individualism- collectivism, masculinity- femininity. Several previous studies adopted this theory of cultural dimensions since Hofstede’s framework of cultural values became one of the best cited books in social science(Zhou & kwon, 2020). Some researches reviewed the use and influence of the Hofstede’s cultural model to test the relationship between culture and the entrepreneurial orientation (Lumpkin & Dees,1996; Peterson & lee, 2001; Kreiser et al.,2010; Gupta ,2018). Whereas the entrepreneurial orientation (Dependent variable of the study) is measured using five well known dimensions of (Lumpkin & Dees, 1996): risk taking, innovativeness, autonomy, pro-activeness and competitive aggressiveness. since its more associated with new entry and are more general in context (Bleeker, 2011).

Figure(1): Depicts the theoretical framework. which shows the dependent, independent and moderating variable sand the relationship between them.



1.6 Structure of the Study

This study is divided into five basic chapters, as follows:

-Chapter One: This chapter exhibits the study background, the problem statement, the objectives and the specific objectives, the main hypothesis and specific hypotheses and the significance of the study and research variable and the theoretical framework.

-Chapter Two: This chapter focuses on the theoretical and literature review.

-Chapter Three: This chapter introduces the study’s methodology, instruments, the study sample and population.

- **Chapter Four:** This Chapter shows the results, the collected data findings, including the hypotheses approving.

-**Chapter Five:** Summary of the study findings, conclusion are summarized. Recommendations and implications, recommendations for future research.

Chapter 2

Theory and Literature Review

2.1 Cultural Values

Hofstede(1980) & Schwartz (1994) defined culture as a system of collective values that shapes individual's personality, traits and motives , affect their attitudes and behavior. Culture's substantial core relies on the traditional ideas and values that form as a content and patterns which shape the way human groups would feel, think, react and behave in a symbolic transmission that reflects the artifacts through behavior. (*Kluckhohn, 1951; Kroeber & Parsons, 1958; Eroglu & Picak, 2011*).

It is very important to understand the types and different levels of culture. for example, there is the national culture, industry culture, corporate culture. All of these interdependent levels of culture affect the entrepreneurial orientation and behavior (*Basso, 2008*). Cultural values which are part of the society and what represent that culture through institutions(political, legal, financial, technological). both are parts of national culture that influence the entrepreneurial process levels (*Hofstede, 1980*) , (*Ahlstrom & Bruton, 2002*). The later form as opportunities and cultural values through norms and values could shape the individual's mentality and perceptions from an early age towards these opportunities (*Welter, 2007; Basso,2008*). Along with the study by (*Muller & Thomas, 2001*) which concluded that behavior is influenced by the national culture and such thing is often not accepted in some communities due to the cultural differences between countries. Recently, the emergence of cross cultural entrepreneurship led to understand how cultural values impact on entrepreneurship internationally (*Engelen et al., 2009; Calza,2020*). For instance: (*McGarth et al.,1992*) the study conducted in 10 countries, concluded that cultural values affect the entrepreneurial behavior.

In this study, the researcher defines cultural values based on the existing definitions as a set of shared ideals that form as the background of a country. It vary from one society to another causing individuals to behave differently under the same situation.

2.1.1 Uncertainty avoidance

Hofstede, (1980) referred to this dimension as the degree to which societies can tolerate with ambiguities and complexities of life. According to the Globe project uncertainty avoidance measures individual's willingness to rely on social norms and values, rituals, bureaucratic practices to deal with unexpected future events (*Knežević&Pavluković, 2019*).*McGarth, McMillan;Scheinberg et al., (1992)* found that uncertainty avoidance relates negatively with entrepreneurship where entrepreneurs are considered risk takers and do not fear risk unlike non-entrepreneurs. On the other hand, (*Hofstede, 2004*) found that people in uncertainty avoidance culture are conduced more to the entrepreneurial activities in a way that might reduce their dissatisfaction with their jobs.

Firms in uncertainty accepting cultures are expected to have positive association with taking risk.

2.1.2 Power Distance

Power Distance (PD) indicates the degree of unequal power distribution between the boss and the subordinates in the organization. and to what extent this difference is perceived by the less powered parties (*Hofstede, 1980; Musallam & Kamarudin, 2021*). Low PD societies tend to have positive influence on the entrepreneurial orientation (*Lee & Peterson, 2000*) were differences and privileges for unequal powers are low. thus, conduce more to entrepreneurial culture based on the existing literature, PD was found to have different effects on entrepreneurship. *Calza, (2020)* concluded that PD is negatively related to entrepreneurship due to the fact that people in high power distant societies lack social mobility and fear failure that would reduce their social image in front of others and thus, reduce their motives to act and start a venture. PD was highly correlated with entrepreneurship across different levels of EO in a study by (*Kreiser et al., 2010*) which concluded that PD relates negatively with risk taking and pro-activeness in high PD societies. The Palestinian society is characterized by high PD (*Jaber, 2015*)

2.1.3 Individualism

It measures the degree to which societies place high interest on personal goals rather than in group (Collectivism) achievements. Societies here are characterized with loosely knit social framework, where individuals are responsible only for themselves and their immediate families (*Hofstede, 1980*). Managers in individualistic cultures are more dynamic in term of viewing external environment opportunities thus, are willing to take more risky decisions than collectivistic cultures (*Morris et al., 1995*), (*Palich & Bagby, 1996*). *Lee & Peterson, (2000)* indicated that high level of individualism contributes to entrepreneurial culture.

2.1.4 Masculinity

Masculinity is opposed to femininity. Masculine cultures focus on the assertiveness, achievements, materialism and the wealth. Women in masculine cultures prefer assertiveness, Femininity on the other hand, concerned more with caring, loving, modesty, quality of life. In feminine cultures even men prefer modesty. Organization are willing more to engage in the entrepreneurial activities because members look for high achievements thus contribute more to the entrepreneurial culture that impact positively on the entrepreneurial orientation.

2.2 Entrepreneurship

Hisrich & Peters, (2002) defined entrepreneurship as “the process of creating or improving something new that has a value added by offering the required time and efforts, supposing the associated financial, psychological, and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence” . *Rindova et al., (2009)* have defined entrepreneurship as “ the efforts to bring about new economic, social, institutional, and cultural environments through the actions of an individual or group of individuals”. The Global Entrepreneurship Monitor (GEM) defined entrepreneurship as “the individual or collective initiatives that produce goods and services for the purpose of making a profit” (*El-Farra, 2017*). *Marks, (2012)* defined an entrepreneur as “a person who organizes or manages any enterprise, especially a business, usually with considerable initiative and risks” (*El- Barghouthi*

et al., 2018). *Filion*, (2021) describes an entrepreneur as someone who comes with and practice new ideas taking through this the evocation of innovation, exploiting opportunities, use of resources, managing risks to add value. Hisrich (1990) defined that an entrepreneur is characterized as “someone who demonstrates initiative and creative thinking , is able to organize social, economic mechanisms to turn resources and situations to practical account and accept risk and failure(*Eroglu & Piçak*, 2011). (Brockhaus, 1987) defined entrepreneur as someone who owns and operates a business(*Al-Shagawi*, 2015).

In this study, the researcher defines entrepreneurship based on the previous definitions of entrepreneurship as the processes by which individuals are able to spot and pursue opportunities, with the constraints to the resource they currently control which involves taking financial, social, physical risks. Also, for the purpose of this study, the researcher defines an entrepreneur as an individual who’s alert in spotting and perceiving opportunities with creativity, and is able to manages and organizes social and economic mechanism, able to work independently, bearing different kind of risks.

2.2.1 Entrepreneurship in Palestine

Small and Medium Enterprises are considered the main contributors to the economic growth and development(*Hossain & Al –Asheq*, 2019). Developed countries sustain their economic efficacy by depending primarily on the development of SMEs (*Makinde et al*, 2015), They play an important role in job creation, eliminating poverty, encourage innovation, foreign trade and investment(*Ghergina et al.*, 2020). Countries vary in their definition of SMEs due to the different criteria used to describe it. In Palestine, SMEs form as (99%) of enterprises and employ less than 20 people(*Medmsmes.eu*, 2021). SMEs can be defined as any entity that employ less than or equal to 25 employees, With annual turnover that doesn’t exceed 7 million(*PMA*, 2020). In 2020 SMEs made up around 95% of the Palestinian economy, in 2022 the percentage increased up to 99%. Obviously, they represent the majority of businesses in the Palestinian economy, which serve as the main source of employment and thus, crucial source of income to the Palestinian people(*JICA*, 2010). Generally, SMEs in Palestine are family businesses, and basically are organized in the form of sole firms, partnership, private corporation(*Sabri*, 2008). SMEs at large face many challenges due to the globalization that increases the intensity of the ongoing struggle between firms around the word that makes it difficult for firms to keep up and enhance its business performance(*Kraus et al.*, 2012) , *world Bank*, 2021 stated that “ In an already weak economy, the COVID- 19 pandemic in addition to rising conflict in the West Bank have left the SMEs sector vulnerable. Nearly half of the Palestinian firms are expected to shrink by almost 50% in production and sales and lay off 24% of their employees because of the COVID-19 impact”. A lot of previous studies on the SMEs focuses on the external challenges and obstacles including: finance, taxes, marketing. Infrastructure, competition(*Obiwuru, et al.*, 2011; *Ogundele et al.*, 2013; *Aigboduwa&Oisamoje*, 2013, *Makinde et al.*, 2015). According to (*Abdullah & Hattawy*, 2014). They found out that the consumer-oriented businesses (retail, social services, education, health services) is the most sector dominated by women entrepreneurial activities. Followed by manufacturing sector.

2.2.2 Women Entrepreneurship and culture in Palestine

Women entrepreneurship differs across various societies due to a lot of factors. One of these factors is culture. Culture plays a multifaceted role in explaining these differences since its based on values, norms, beliefs that are embedded in that society's members and form their personalities and self perceptions (*Bullouegh et al., 2022*). In Palestine the percentage of women in the labour force is significantly lower than the percentage of men that is 21% to 72% respectively. though , they represent 49% of the Palestinian population (*Wamda, 2019*). This may be attributed to the division of gender roles between males and females traditionally in the Palestinian culture that led to perceive women to be seen as a housewives and men role is to work outside in order to finance their families. This gender roles division represent a burden and an obstacle on the Palestinian women due to the fact that no matter how motivated, talented, skilled or educated they are, the surrounded culture and environment would view them as mainly a housewives (*Bullouegh et al., 2022*), (*Wamda, 2019*),(*Sultan,2016*). Yet, a study conducted by (*Althlathini, 2015*) indicated that the primary reason behind women establishing a venture is to improve their family's income. The need to enhance their financial situation and fight poverty makes them launch business that usually be traditional projects most likely home based projects(Qazzaz et al., 2005). such as embroidery and cooking, sweets and deserts, hair styling, decoration, ... etc (*Barghouthi et al., 2018*).

2.2.3 Barriers

Palestine at large face a lot of barriers that restrict the growth and springiness of women micro and small business. The socio- cultural barriers may hinder women opportunities to access capital, markets, obtain suitable technical trainings, That would in turn cause lack of real life experiences and limiting their marginal skills.

Abdullah & Hattawy ,(2014) found out that “ Societal prejudices, male dominance, house commitments and work, child care, and so on.” Are ones of the most reasons that drive women to no longer continue their venture and shut it down. On the same hand, a study conducted by (*Sultan, 2016*) indicated that the Palestinian culture got the highest score (85%) among the many challenges that encounter women attempts in running and managing their businesses. The prevailing Palestinian norms, traditions, attitudes, in women point of view do not encourage them nor motive them to make any movement in any participation (Workforce, political participation, rights in movement, managing ventures).

Table 2.1 indicates the main challenges that face women entrepreneurs

Source: (*Sultan, 2016*)

No	challenges	Percentage(%)
1	Culture	84
2	Lack of support services	82
3	Access to finance	55
4	Registration process	52
5	Laws and regulations	50
6	Political instability	32
7	Poor infrastructure	18
8	Lack of technology	10

The Palestinian culture has been traditionally marked by a strong emphasis on family, and the importance of community and do not encourage individualism (*Elad-Bouskila, 2002*). *Sultan, (2016)* found out that individualism do not necessarily promote to innovation, where the majority of respondents were working from home in consumer-oriented business such as soap, candles, food, wooden handcrafts, textiles. Consumer- oriented business are geared towards innovation.

2.3 Entrepreneurial Orientation

Despite the fact that the academic arena lacks from a clear, unified definitions and concepts regarding entrepreneurship. Yet, there is general agreement between the scholars throughout the literature that entrepreneurship is about new entry (*Low and MacMillan, 1988; Van Praag, 1999; Mahoney and Michael, 2004; Thurik and Wennekers, 2004; Castillo-Palacio et al., 2017*). firms can strategically undertake this new entry (i.e available opportunities) through a process called entrepreneurial orientation which is defined as the specific processes, practices, decision making activities that involve the intention to act in a dynamic environment to pursue the creation of new venture (*Lumpkin & Dees, 1996*). EO helps managers in defining the mission and sustain the vision of their organization, it creates a path to achieve long term goals and competitive advantages among their rivals (*Rauch et al., 2009; AlMamun et al., 2019*). EO is very crucial for the firm's performance since it represents an intangible resources (*Jambulingam et al., 2005*).

Accordingly, the study defines EO as a multidimensional concept that firms adapt in its strategic posture to asses in creating something new or exploiting new opportunities in a dynamic processes through: risk taking, autonomy, innovativeness, pro-activeness, competitive aggressiveness.

2.3.1 Entrepreneurial Orientation Dimensions

Entrepreneurial firms received much attention from scholars who argued about the dimensions that characterize entrepreneurial processes. For instance; *Miller, (1983)* argued that three key dimensions characterize entrepreneurial firms. And are:- experimenting new product –market technology (innovativeness) , undertake risky ventures (risk taking), and the ability to act aggressively with firm's rivals (pro-activeness). Another two dimensions were added by (*Lumpkin & Dees, 1996*) which are: competitive advantages and autonomy. In general, EO throughout the literature was defined as a multidimensional concept that vary between three to five dimensions (*Richard et al., 2004; AlMamun et al., 2019*). *George & Marino, (2011)* argued that the dimensions of Miller's are the best to characterize an entrepreneurial firm. The present study adopted the sub-dimensions of (*Lumpkin and Dees, 1996*) since its associated more in general context. which are as following:

2.3.1.1 Risk taking

The word entrepreneurship was originally linked to risk taking, due to the personal risks an individual would incur for choosing to work solely rather than being employed by a boss (*Cantillon, 1734; Lumpkin & Dees, 1996*). Firms strategically should employ risk taking behavior that would vary depending on the context such as: The risk level can vary from safe risk to high risks which exhibits high uncertainty,

venturing into unfamiliar markets, large amount of resources commitment, excessive borrowing (*Lumpkin & Dees, 1996*). This variation in risk is mainly linked to the environment in which the firm operates that affect the level of risk it takes (*Naldi et al., 2007; Bleeker, 2011*).

Therefore, the study focuses on the moderate and calculated risk, where firms engage in unfamiliar and unknown activities that may include resources commitment, debt, launching new product or service, But based on assessment and analysis. Risk taking has to do with internal and external environment thus, it is affected by cultural values.

2.3.1.2 Autonomy

Refers to the flexible context, where individuals are able and free to elaborate about the novel, creative, promising ideas that can be turned into actions. Individuals or teams here are self directed and independent in making decisions in pursuing new opportunities. In an organizational context it indicates the actions taken freely enforcing out of the authority and constraints of the organization(*Lumpkin & Dees, 1996*). To sustain autonomy entrepreneurs play a crucial role in polarizing the best resources, encouraging taking risk that is associated with high returns, minimizing from the centralization allowing more breakthroughs out of the innovative ideas all of which are formed by linking the two stages of project definition and impetus processes, Where scholar found a significant link between the two stages of autonomy (*Peters & Waterman, 1982; Kanter, 1983; AlMamun, 2017*).

This study defines autonomy as individuals or teams independence to pursue without restrictions their creative ideas and promising visions, Taking into consideration flexible, decentralized environment. Autonomy is internal dimensions thus can be affected by the culture surrounding. Firms need to create environment where the power distance between employees are low to allow autonomy.

2.3.1.3 Innovativeness

Refers to the introduction of new products, services or improve upon existed products and services through “new combinations” that existed or new organizations adapt through the engagement in supporting new, novel ideas and creative processes and experiments. thus, go beyond the current state of art(*Schumpeter, 1934; Kimberly, 1981; Lumpkin & Dess, 1996*). Innovativeness take various types each of which has different dimensions for instance: product-market innovation, can take forms through product development, market penetration (i.e: niche), and promote this through advertisements. whereas technological innovations take forms through R&D , engineering (*Miller & Frieesen, 1978; Linton, 2019*). Innovativeness is crucial, since it draws and describes the ways and the means in which firms can exploit available and new opportunities.

2.3.1.4 Pro-activeness

The pursuing of new opportunities in a dynamic environment by introducing new products, technologies, administrative techniques(*Miller & Friesen, 1978*). thus, be the first mover of the market. It also includes the ability to foresee the future problems, needs and demand and the associated trends that comes along with innovative ideas and activities (*Lumpkin & Dess, 1996*). Pro-activeness is an important dimension of EO where managers can grow the firm by having the necessary vision and imagination to exploit the available opportunities(*Penrose, 1959*).

Lumpkin & Dee, (2005) proposed that pro-activeness enhances the reception and operations of the firms and thus keep it ahead of rivals since its associated with structural capital that allow firms to create resources quickly and efficiently at cheaper cost than other competitors.

Accordingly, pro-activeness in this study refers to firms ability to predict future problems and needs and take initiation in exploiting market opportunities and present new or improved products and services to the marketplace. thus, act as a market leader by keep head of rivals and learn how to sustain the competitive advantages. It is therefore got to be affected by cultural values in the society by how SMEs are willing to display pro-activeness in their activities.

2.3.1.5 Competitive Aggressiveness

Competitive aggressiveness and pro-activeness come along and they can not be separated since firms need to innovate and proact quickly to market changes in order to take over and dominate other rivals in the industry. Firms are considered aggressive if they usually initiate actions and outperform other rivals in a combative attitude forceful response(*Lumpkin & Dees, 2001*). Thus, other rivals are considered passive here and only react to aggressive firm's behavior(*Covin and Covin, 1990*).

Therefore, competitive aggressiveness reflects how firms (New or existed) response to its rivals activities in un usual methods that allow the firm to challenge and outperform its competitors. Thus, it is associated more with the external environment since it focuses on rivals. In turn,It does get to be affected with cultural values in the society.

2.4 Relationship between culture and entrepreneurship in relation to SMEs

Culture is a set of values, beliefs, and norms that are shared among a group. It is essential to the way people think and act, but can also be difficult to define because it is something that develops over time. Entrepreneurship is the process of launching a business that has the potential to become an economic institution. It involves creating a new product or service, developing it into something profitable, and then marketing it to customers (*Adharina and Fahmi, 2020*).

The relationship between culture and entrepreneurship can be understood by looking at what make the people want to start businesses in the first place. When people have a desire to start their own business or work for one that already exists, they need to understand what kind of culture they want to be part of. This includes the values and norms people want to promote in their business as well as how they feel about competition and cooperation with others within the organization itself (*Alon, Lerner and Shoham, 2016*).

Culture and entrepreneurship are closely related. However, this process can be incredibly difficult to execute if you don't have a clear vision of what your company will look like in the future. This means that entrepreneurs need to develop the ability to see beyond their current situation and envision where they want their company to go not only from an operational standpoint but also from an emotional one (*Adharina& Fahmi, 2020*).

What does this mean for culture? Well, it means that entrepreneurs must be able to identify with one another and work toward a common goal in order for their company's culture to thrive. If there isn't any sort of cohesion among members of your team and they don't feel connected enough to each other as individuals (or more importantly, as leaders), then there won't be any sort of cohesive culture within your company either—and without some sort of culture, an organization can't survive long-term (they'll eventually fall apart). It means that SMEs have to understand their own culture and how it affects them as entrepreneurs. They need to be aware of what their culture says about entrepreneurship and how it affects their personal lives and professional prospects (Phuong and Harima, 2012).

In order for a culture to support entrepreneurship, it must have elements such as openness to innovation and risk-taking, strong leadership (and leadership succession), clear direction from top management, autonomy, clear communication between departments within the company and with customers/clients/other stakeholders outside the company (and vice versa), accountability across all levels within an organization/company/enterprise etc., alignment between corporate objectives and operational objectives (or between strategic planning and operational planning), alignment between individual employee goals with organizational goals (or between personal ambitions and professional ambitions), alignment between individual employee objectives with organizational objectives (or between personal aspirations) (Phuong & Harima, 2012).

SMEs are often the most creative and innovative of companies. However, they are often less likely to consider culture and the importance of their employees. Because SMEs are focused on making money, they often do not have time or resources to focus on creating a cohesive, motivating culture. Some companies hire consultants or even specialists in human resource management to help them create a company culture that will attract good employees but also keep them happy and motivated (URBAN, 2006).

This can be difficult because one can't just tell someone what kind of culture you want—you need to show them how it works by how you act, what you say, and what kind of people you hire. You'll want your managers to be approachable and open-minded, your team members to feel like they're part of something bigger than themselves, and your employees' work environment should be free from tension so that everyone can focus on their jobs without worrying about what's going on behind closed doors or outside of their cubicles (Cawood, 2010).

2.4.1 Culture importance for SMEs

Culture is important for SMEs because it is a defining element of the business. It can be used to differentiate a business from its competitors and give it an edge in the marketplace. The culture of a company is the way things are done there, from how employees are treated to what management does. The culture provides a set of norms that define how employees and management should behave. For example, if you have a sales culture in your company where employees sell products to customers rather than providing services, you may be able to attract more customers but may also find it harder to retain them once they become loyal customers (URBAN, 2006).

Culture can also help attract employees by promoting a positive work environment where everyone feels valued and supported by their colleagues as well as managers who provide guidance during times of need or uncertainty. SMEs are often small and young, with lower levels of experience and expertise, making their culture more difficult to navigate. This can make it more difficult for them to attract top talent and build their brand (*Everyculture.com, 2009*).

Culture is important because it helps you create a culture that attracts and retains the best people. If you have a great culture, then your employees will be happy, loyal and motivated to work hard for your company. Culture is important for SMEs because it gives them a sense of identity and gives them the ability to adapt to change. The culture that a company has is shaped by the values, beliefs, and behaviors of its employees. If these values are consistent with what the company needs to be successful, then it will thrive. If they are not, then it will struggle (*Alon et al., 2016*).

For example, if your company has a culture that values speed over safety and quality control, then you will struggle in the market when you need to hire more employees or find new customers. Your employees may not want to work with such a culture, so they may leave. And if your customers don't want to work with such a culture either, then they'll leave too.

Culture is important for SMEs because it allows them to maintain their identity, and it allows them to create a new culture. When a company has a culture that is important to them, it will continue to have that culture and make sure it remains consistent. Cultures are usually developed over time, so when a company has one they want to keep, they will work hard to make sure that happens. For example, if your company has an environment where everyone is treated equally and fairly and there are no big differences between employees, then you will continue this behavior even if you're doing well financially (*Adigun, 2016*).

Culture also allows companies to create new cultures based on what's best for their business. For example, if your company has decided that being connected socially means sharing pictures of your food on social media instead of eating it together in the office kitchen (or wherever), then this new behavior will become part of your culture. If there were no other reason for doing this other than making their lives easier—like maybe they had some kind of health issue—then people would probably still follow these rules just because it was so easy for them (*Sinha & Srivastava, 2013*).

2.4.2 Culture's influence on SMEs' ability to create value

Culture influences SMEs' ability to create value for their customers in a variety of ways. First, culture influences SMEs' ability to create value for their customers by influencing the way they view their own products and services. If a company has a strong culture of innovation and creativity, proactiveness it will likely to be more likely to try out new ideas and approaches when it comes to creating new products or services. This can help them find new ways to provide value for their customers. If a company does not have a strong culture of innovation and creativity, it may be less likely to try out new ideas because it is afraid that doing so will lead to failure (*Krueger et al., 2013*).

Second, culture influences SMEs' ability to create value for their customers by influencing the way they view their own competitors. If a company has a strong culture of collaboration with its competitors and co-workers, it will likely be more likely to find common ground with other companies in order to improve itself as well as its competition. This can help them create stronger relationships with other companies so that they may benefit from each others' strengths when creating products or services that are better than those offered by other companies in the same industry sector (*Krueger, Liñán and Nabi, 2013*).

Culture is an important factor in the ability of small businesses to create value for their customers. Culture influences the way in which SMEs interact with each other, with their staff, and with their customers.

Small businesses often operate in a culture that is more relaxed than that of larger corporate organizations, where communications are more formal and where there is less opportunity for informal communication and exchange. Smaller businesses are also often more focused on the task at hand - getting the job done - than on interpersonal relationships within their organization or between them and their customers (*Mahmoud, 2022*).

However, research by *Sinha & Srivastava (2013)* highlighted that while these differences may make it difficult for SMEs to create value for their customers, they can also present opportunities for growth by focusing on those aspects of culture that are beneficial to business success. This is also because culture is the collective understanding of how people think, feel, and act that is shared among members of an organization. It is influenced by the values, beliefs, norms, and assumptions that are passed down from one generation to another. Culture can be seen as a form of mental capital that a company accumulates over time by learning and practicing certain behaviors. These behaviors include things like customer service, employee relations, customer retention strategies, and more.

The study by *Adigun (2016)* provided an example, if you were to ask me what my favorite kind of food is today I would say something like “chicken wings” or even “chocolate milk” but what if we added some spices to those basic foods? What if we added some unique ingredients such as rosemary instead of pepper? Or maybe we added some extra saltiness to it? The key here is that these differences are all based on how the culture influences how we perceive our food which in turn influences whether or not we will like them (or not).

If one thinks about it this way then it should be clear that culture plays an important role in helping SMEs develop their own brand identity because they will need. One can say that culture affects SMEs' ability to create value for their customers in two ways: how they perceive the customer and how they view their own product or service (*Lilley, 2012*).

According to *KIRBY & FAN (1995)*, culture influences what a company perceives as a value-add for its customers. For example, if a company is focusing on providing a service that can be done quickly and easily by anyone, it may not see the need to invest in additional training or sophisticated tools. As a result, it will not be able to

develop the sort of long-term relationship with its customers that would help them identify and prioritize new needs or opportunities.

Second, culture influences how companies see themselves as providers of goods or services. If a company has high standards for quality control and a low tolerance for error in its products or services, then it may view itself as an expert in those areas and therefore not need to engage with potential customers at all—it already knows what's best (Kreiser et al., 2010).

2.4.3 The effect of cultural values on SME's orientation

The cultural values of a country have a significant impact on the SME's orientation. The cultural values of a country are those beliefs, attitudes, and behaviors that are shared by a group of people in that society. These values can be expressed through the language, customs, and traditions of a country.

As per *Sencay, (2015)*, the SME's orientation is defined as the way in which an individual or company views their role as an entrepreneur and how they view the world around them. For example, if an SME is from Japan and has been brought up with traditional values then it will be very difficult for them to accept new ideas and business practices that may not be part of their culture such as globalization.

This can affect how he/she operates both on a personal level but also on an organizational level where certain cultural practices may no longer be appropriate for his/her organization because they are not in line with his/her own personal beliefs. The orientation of SMEs is strongly affected by their culture. This is because they tend to be more attached to their culture than the average person, and they've likely been immersed in it since childhood. This is why some people may feel that their own culture is the only real one, and why others might feel that there are other cultures worth considering (Sencay, 2015).

Cultural values play a big part in SMES orientation because they affect how they perceive themselves, how they think others should behave towards them, and what they expect from their surroundings. For example, if someone comes from a culture where everyone must take care of themselves, then they might not be as willing to get involved with an organization like Habitat for Humanity. They might also see volunteering or interning as a waste of time or effort; however, if someone from an Asian-American family grew up expecting to be taken care of by her parents (in this case), then she might find these activities more fulfilling than someone who did not grow up with these expectations (Sinha and Srivastava, 2013).

The way that cultural values affect SMES orientation has both positive and negative effects on society. For example, if every person around us spoke only English at home and we had no idea how to communicate with them. The way that a company's culture affects its SMES orientation is dependent on the values of the company and its employees. If a company has a culture that emphasizes individuality and independent thinking, it will be less likely to have an orientation that emphasizes conformity and groupthink. This can be seen in the differences between companies like Google, which has an open culture, and Apple, whose employees are encouraged to stay within their roles (KIRBY and FAN, 1995).

The other factor that affects how much cultural values affect SMES orientation is how much autonomy employees feel they have within their groups. If employees are given the opportunity to choose their own projects and roles, they may be more likely to challenge established norms or ideas (Korsakienė and Gurina, 2012).

2.5 Entrepreneurial orientation importance

Now the study summarizes the importance of EO based on the previous studies: EO is an intangible asset that is difficult to be imitated, which gives the firm competitive advantage. It Helps in communicating the purpose of the firm to its employees and customers and other related stakeholders. Assist in putting long-term measurable goals and objectives. EO provides a mechanism for seeking and exploiting new opportunities in the market place, allows the firms to engage in calculated, weighted risks based on assessment, planning, analysis, Since entrepreneurs are not gamblers. Allows the firm to seek new markets, produce new products, add more product lines. Thus, affect the firm's profitability and growth. Create a flexible system that encourage employees to freely act and decide upon their novel ideas and carry it through to the end. The ability to predict market needs, demand, trends, problems. Thus, take the initiation in coming out with solution and be the market pioneer. Being the market pioneer can bring the firm high profits. Firms can employ EO regardless of the type and size of it. EO makes firms take actions and decisions that are strategically oriented. Helps in fostering visionary attitude inside the organization. Contributes mainly in applying innovative techniques and technological processes, Cornerstone for firms to act and behave entrepreneurially, Entrepreneurially oriented firms have superior performance.

2.6 Research Hypotheses

Hofstede(1980) and *Lee & Peterson(2000)* recognized that managers are willing to take risks more when there is low level of uncertainty avoidance. (*Lee & Peterson, 2000*) noted that a culture that encourages entrepreneurship generally display low level of power distance (autonomy), high level of masculinity (competitive aggressiveness). (*Kreiser et al., 2010*) indicated that low individualism in a culture exhibits more innovativeness and pro-activeness.

Investigating the previous findings regarding cultural values dimensions and its relations with entrepreneurial orientation dimensions, are considered in the following hypotheses:-

2.6.1 Main Hypothesis:-

Hypothesis 1: Cultural values in the Palestinian community significantly x influence the entrepreneurial orientation of women entrepreneurs.

2.6.2 Specific Hypothesis:

Hypothesis 1 : Uncertainty avoidance in the Palestinian culture relates negatively to risk taking.

Hypothesis 2 : Power distance in the Palestinian culture relates negatively to autonomy.

Hypothesis 3: Individualism in the Palestinian culture relates negatively to innovativeness and pro-activeness.

Hypothesis 4: Masculinity in the Palestinian culture relates positively to competitive aggressiveness.

2.7 Discussion of Previous Studies

The association between national culture and the strategic orientation of entrepreneurial firms is based on the idea that companies need to be culturally aware in order to thrive. National culture can be defined as a set of shared values, beliefs, and norms that shape how people perceive themselves and each other. These values influence both individual behavior and the actions companies take in their operations. A lot of previous studies examined the relationship between the culture and the entrepreneurial orientation and found a significant impact of national culture on the entrepreneurial orientation (Miller, 1983; Covin&Slevin, 1991; Lumpkin & Dees, 1996).

Bachmann et al., (2016) highlighted that the association between national culture and the strategic orientation of entrepreneurial firms can be seen in a number of ways. First, the cultural values of a country can influence how an entrepreneur chooses to run their business. This is because traditional cultural values are often associated with non-Western economies, which tend to have less developed economies and more rigid business structures. In these countries, there is less of a need for entrepreneurial activity because it has historically been considered unnecessary or even counter-productive to the goal of simply producing enough food to feed everyone. It's important to note that this does not mean that these countries don't have entrepreneurs—it means that they may not have as many as we do here in North America. Study by *Kirca, (2010)* explains that this relationship is also reflected in the types of businesses that are most successful in each country: while some cultures are more likely to produce high-tech companies or large multinational corporations, others value small businesses over large ones or focus on local agriculture rather than globalization. It's important to keep these differences in mind when evaluating where different types of companies will succeed best so that you can choose projects that fit into your overall vision for growing your business into something bigger than yourself! The strategic orientation of entrepreneurial firms is strongly associated with the national culture of their country. Entrepreneurial firms that are oriented towards global markets have a strong tendency to be more innovative and adaptable, while firms that focus on local markets tend to be slower and less innovative. This may be because global markets require constant adjustments in order to stay competitive, while local markets are more stable and predictable. It seems likely that this relationship is caused by differences in the way that people live their lives in different regions. People in developed countries tend to have greater access to education, which allows them to learn about new ideas more quickly and efficiently than people who live in developing countries do. This leads them to be more receptive towards new ideas from around the world (M'zungu et al., 2015).

The way that cultural values affect SMES orientation has both positive and negative effects on society. For example, if every person around us spoke only English at home we would then have no idea how to communicate with them. The same way that a company's culture affects its SMES orientation is dependent on the values of the company and its employees.

Elad-Bouskila, (2002) and Brezinová, (2017) pointed out one factor is the strong emphasis on family ties in the Arab culture. This means that many Palestinians will not take risks alone or without certain family members, which can be difficult for an entrepreneur who wants to start their own business. Another factor is the tendency toward collectivism in Arab culture. This means that when people work together they often feel like they are working hard enough or efficiently enough, so they may not decide to go out on their own instead of continuing as part of a team or cooperative effort. The study by *(Zayed & AbdelRazeq, 2021)* agreed with *Elad-Bouskila, (2002) & Brezinová, (2017)*, that the culture of the Palestinian community has been traditionally marked by a strong emphasis on family, and the importance of community. This means that business owners in this community have tended to be more focused on providing for their families than they have been on innovation. A larger concern is that these cultural values can also be interpreted as being less supportive of entrepreneurship. It is not uncommon for people from this community to feel that it is not their place to make money outside of their families, and so they may instead choose to live off their parents' money rather than take risks or start up businesses of their own and This can lead to situations where individuals might feel as if they are not fully trusted or understood by others around them. This can cause them to avoid situations that might create this type of feeling among others. For example, if someone were to express a desire for something specific or new in their home, it may be rejected outright or even ridiculed by those around them because it does not fit into their understanding of how things should work in their household. *(Kreiser et al., 2010)* found that individualism relates negatively with pro-activeness and risk taking. On the other hand, *(Kirby & Fan, 1995)* companies that has a culture that emphasis individuality and independent thinking, it will be less likely to have an orientation that emphasizes conformity and groupthink. This can be seen in the differences between companies like Google, which has an open culture, and Apple, whose employees are encouraged to stay within their roles.

The Palestinian community has a culture that is very close to their religion. means that they are very religious and believe in God. They are also very closed to other religions and do not want to be influenced by them. Because of this, it has become difficult to start new businesses because they have such strong beliefs against it *(Brezinová, 2017)*.

Study by *Tsykalova (2015)* highlighted that the Palestinian community is also very close-knit, which means that they care about their family members and friends more than anything else. They do not want people outside of their group who might try to

take advantage of them or hurt them in any way possible because they would not get any help from anyone around them if something did happen like this happening again.

It is concluded from the previous studies that the Palestinian culture is a collectivist culture not individualistic which strongly emphasis on family ties and cooperativeness. Thus, they are less likely to act pro-actively in the market place.

Uncertainty and taking risk.

Uncertainty avoidance is a concept that describes the degree to which individuals are able to tolerate, or accept, uncertainty in their lives. It is related to risk taking, as individuals who are comfortable with uncertainty tend to be more likely to take risks.

Palestinians have a long history of being highly uncertain and uncomfortable with it. During the Second Intifada, for example, many Palestinians were unwilling to take risks because they felt so unsure about what would happen next that they didn't want anything to go wrong. This can be seen in how Palestinians often tend to avoid taking risks: rather than trying new things or trying out new ideas on their own, they often rely on others for advice and guidance (*Tsykalova, 2015*).

The Palestinian culture is one that is characterized by uncertainty avoidance. This means that people in the Palestinian society are not as likely to take risks and explore new things. This can be seen in the way Palestinians tend to avoid new technologies and other things that require them to make decisions, which may lead them to become less successful in life (*Hout, 2002*). According to study by *Hout (2002)*, the cultural value of uncertainty avoidance can have negative effects on a person's ability to succeed in their career. For example, if a person does not feel comfortable taking risks then they may not be able to adapt well with new technologies or environments, which would limit their potential for success within their career field. This is because Palestinians have a strong tendency to avoid any situation where they are unsure of what will happen next. This can be seen in their daily lives, both at home and on the street.

The other factor that affects how much cultural values affect SMES orientation is how much autonomy employees feel they have within their groups. If employees are given the opportunity to choose their own projects and roles, they may be more likely to challenge established norms or ideas (*Korsakienė and Gurina, 2012*).

Study by *Anderson, Covin&Slevin (2009)* says that entrepreneurial firms often operate in international markets, which means they must be culturally aware of their consumer base in order to succeed. This means understanding the cultural norms and expectations of consumers around the world. For example, American consumers may expect fast service from a restaurant; however, if they are not provided with it within five minutes because of American cultural norms or expectations, they will likely leave without paying their bill. A company that has no awareness of this could lose money on every transaction because it is unable to meet consumer expectations.

Another way that entrepreneurs can benefit from understanding national culture is by learning about how different countries view business practices. For example, some

countries place a great value on intellectual property protection, while others do not have any laws governing this at all (which could result in an unfair advantage for those

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The strategic orientation of entrepreneurial firms is strongly associated with the national culture of their country. Entrepreneurial firms that are oriented towards global markets have a strong tendency to be more innovative and adaptable, while firms that focus on local markets tend to be slower and less innovative. This may be because global markets require constant adjustments in order to stay competitive, while local markets are more stable and predictable. It seems likely that this relationship is caused by differences in the way that people live their lives in different regions. People in developed countries tend to have greater access to education, which allows them to learn about new ideas more quickly and efficiently than people who live in developing countries do. This leads them to be more receptive towards new ideas from around the world (M'zungu, Merrilees and Miller, 2015).

Chapter 3

Methodology and Data Collection

3 Research approach and methodology

The aim of this study is to examine the influence of cultural values on the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem. Mainly there are two approaches to conduct the research studies, either qualitative or quantitative approach. The researcher here used the quantitative approach and this study is considered as analytical and descriptive study it adopts the cross sectional design . A questionnaire was developed and distributed to gather the data, then evaluated and analyzed. Both primary and secondary data sources were used as follows:

3.1 Data Collection Sources

This research used two main sources to collect the data:

Primary Sources

A questionnaire was developed and used to collect the primary data. It was adopted based on the existing literature and previous studies with some modifications to match the area of southeast- Jerusalem situation. For further improvements and suggestions, it was presented to arbitrators who gave their feedback and comments to better develop the questionnaire to serve the purpose for which it was designed. the study uses five points interval Likert scale (1-5), (1= Strongly agree, 2= agree, 3= neither agree nor disagree, 4= disagree, 5= strongly disagree).

The questionnaire consisted of three sections:

The first section:

This section consists of demographic data and personal information such as: gender, age Educational level, work experience, place of residence,, etc.

The second section:

This section includes four domains each of which represents the variables of cultural values. It consists of questions about the perceptions and women attitudes towards cultural values in the Palestinian community.

The third section:

This section includes five domains that represent the variables of the entrepreneurial orientation each of which has questions to determine the orientation of women in the Palestinian community.

The Fourth section:

Ranking questions, which should be ranked ascendingly based on the respondent's point of view.

Secondary Data Sources:

This research relies on different sources of secondary data. For instance: journals, articles, theses, books, reports,,, all of these academic works were reviewed and analyzed to gather the relevant information to the subject matter.

3.2 Study variables

- **Dependent variable:** in this study the entrepreneurial orientation is the dependent variable is measured using five well known dimensions of (*Lumpkin & Dees, 1996*): risk taking, innovativeness, autonomy, pro-activeness and competitive aggressiveness.

-**Independent variable:** the independent variable of the study is cultural values measured mostly by referring to the model of cultural values of (*Hofstede's, 1980*) that measures the dimension of culture through: uncertainty avoidance, power distance, individualism, masculinity.

Moderating variables: includes age , gender, educational level, work experience, type of industry.

3.2.1 Description of the study variables

This part defines briefly the study variables that are derived from the previous studies and literature from which the questionnaire was built in order to meet the study objectives.

3.2.1.1 Independent variable: Entrepreneurial orientation

- **Risk taking:** refers to firms willingness to engage in trying new and bold actions rather than safe and usual activities. Entrepreneurs tend to engage in such activities. Yet, after careful and analyzed planning of the subject matter. This tells us that entrepreneurs are not gamblers but moderate and rationale risk takers.
- **Autonomy:** a strategy that firms apply to practice flexibility in the work environment. In which employees are given the opportunity to freely express their creative ideas and decisions for the sake of solving a problem or set of problems that lie ahead (*Lumpkin et al., 2009, Al-Mamary & Alshallaqi, 2022*).
- **Innovativeness:** refers to firms desire to create new goods and services, improve upon current goods or services, discover and explore novel and creative work processes and systems by supporting the novel ideas and implementing experiments and exploring the technological innovations (*Edward et al., 2014*).
- **Pro-activeness:** Pro-activity refers to firms readiness to adapt to new trends, products, services and the ability to anticipate to solve future problems to stay ahead of rivals. Firms are considered as “pioneers” if they keep proactively penetrating the market(*Al-Mamary & Alshallaqi, 2022*).
- **Competitive aggressiveness:** *Lumpkin & Dees, 1996* stated that the pro-activeness and competitive aggressiveness come side to side, since companies are willing to forcefully and fiercely compete in the market place

to respond quickly to their rivals and strengthen its posture in the marketplace.

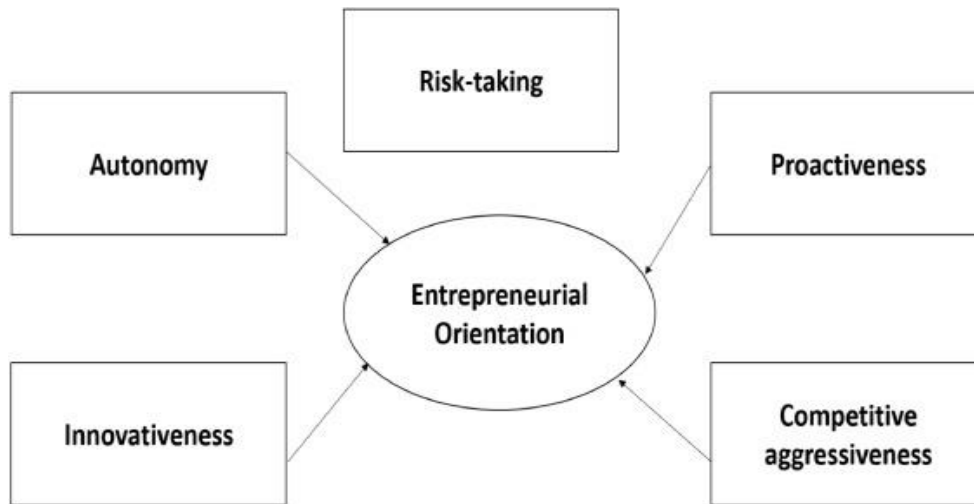


Figure2: Entrepreneurial Orientation’s Dimensions

3.2.1.2 Dependent variable: Cultural values

- **Uncertainty avoidance:** the degree to which societies can tolerate or deal with ambiguity and the unknown of the future. Cultures characterizes of highly uncertainty avoidance rely heavily on written rules, procedures of how things are supposed to be done. Unlike cultures with low level of uncertainty avoidance that are more relaxed with how things are done (*Hofstede, 1984*).
- **Power distance:** The degree to which societies accept the unequal distribution of power. And to what extent people understand and accept their position in this hierarchical system. High powered distance society members accept this unequal power distribution where centralization is taking over. Unlike low powered distance societies that its members do not accept the unequal power distribution, and decentralization is widely dispersed.

Table2: Characteristics of high and low power distance societies:

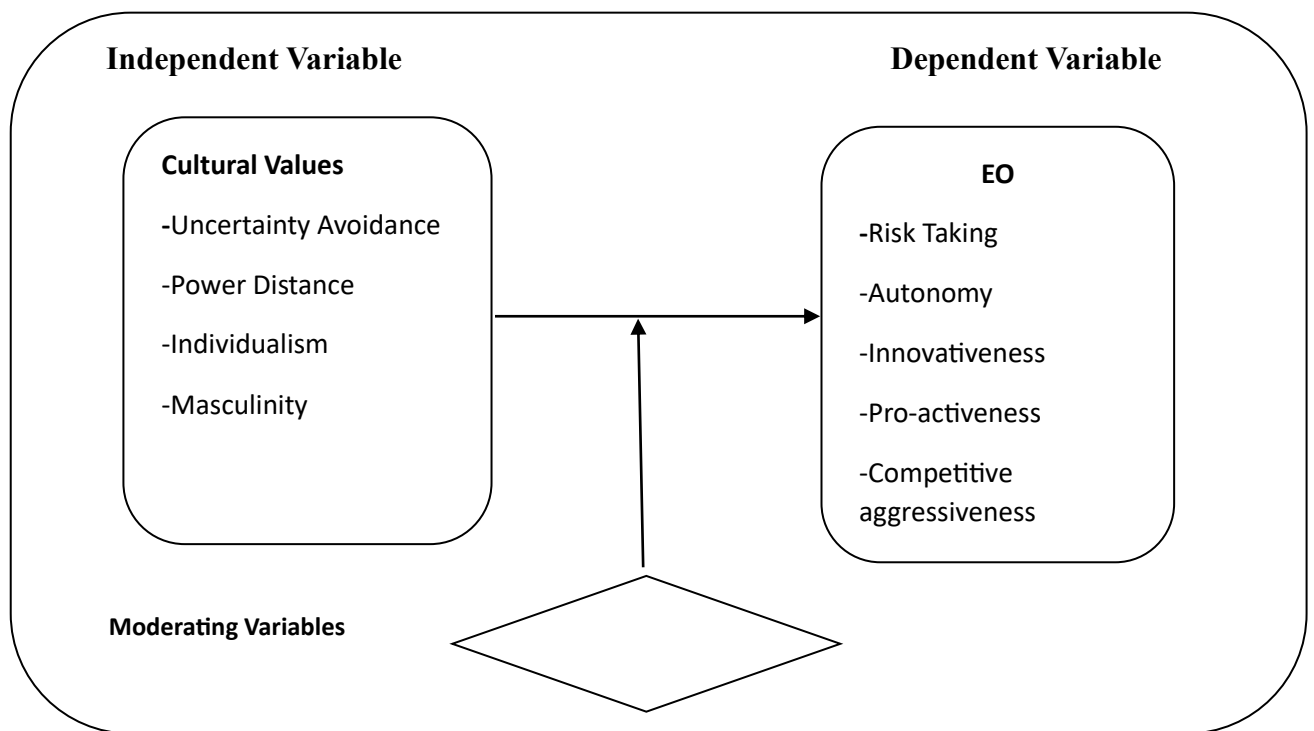
Power distance index	Characteristics
High PD	1- Centralized organizations 2- Hierarchical complexities 3- Lack of respect 4- Large gaps in authority, compensation 5- Flatter organizations Example: Malaysia.
Low PD	1- Equal distribution of power between employees 2- Decentralization 3- Much of respect

- **Individualism:** It is opposed to collectivism, and refers to what extent societies emphasis on personal goals and thoughts.
- **Masculinity:** It is opposed to femininity, and stands for societies that separate between gender roles and focuses on assertiveness, materialism and wealth.

3.2.1.3 Moderating variable: includes age, gender, educational level, work experience, place of residence

3.3 The Study Model

The model of this study was prepared by the researcher it was developed based on previous studies and literature, that best represents the relationship between the study variables (independent, moderating, dependent). The figure below shows the most important variables of the study to understand how cultural values influence the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem.



3.4 The Study Population and Sample

The target population of this study are women entrepreneurs in the area of southeast Jerusalem (Ezariah, Abu-dis, Eastern Sawahreh). Basically most of them are not registered at the chamber of commerce, and others work from home and are not known well to the society. So, to find the real number of the population can be quite hard and then, the target population is not defined.

The study's sample consists of women entrepreneurs who started up their businesses either at home or at a workplace. The researcher chose to apply the uncontrolled quota sampling (non-random selection), in which it will benefit the research to achieve its goals. Table 3.1 shows the sample size and the number of respondents.

Table 3

Town names	#Quota sample	#of respondent
Ezariah	35	26
Abu-dis	30	23
Eastern Sawahreh	15	12
Total	(80)	(61)

3.5 Characteristics of the study sample

Table (4) and figures (2,3,4,5,6,7) below describe the demographic characteristics of the study sample, respectively.

Table(4) shows the frequencies and percentages of the study's sample:

Variable	Classification	Frequency	Percentage
Age	18 -25	11	18.0
	25-35	24	39.3
	35 - 45	15	24.6
	45 or more	11	18.0
Living Place	Al-ezaria	26	42.6
	Abu-Diece	24	39.3
	Aasauahrs	11	18.0
Academic Level	Secondary learning	14	23.0
	Diploma	17	27.9
	Bachelor's	26	42.6
	Master	4	6.6
Experience years	3 or less	14	23.0
	more than 3 to 6	17	27.9
	more than 6 to 9	13	21.3
	more than 9	17	27.9
Worker Numbers	1-5 workers	46	75.4
	6-10 workers	9	14.8
	11-15 workers	6	9.8
Project Type	Serving	27	44.3
	Commercial	31	50.8
	Industrial	3	4.9

Figure (2) below shows the distribution of the study' sample according to age, Based on the responses, the percentage of those (18 – 25) years is 18%, of those (25-35) years is 39%, of those (35-45) years is 25%, while of those (45 or more) is 18%. And this mean that the most area is for age category (25 -35), then (35 – 5) years category.

Figure 2: Distribution of Study Sample According to Age

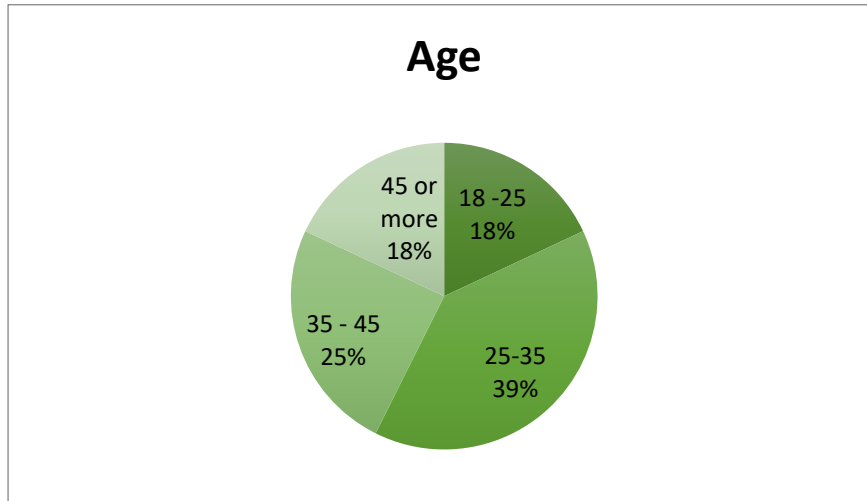


Figure (3) below, shows the distribution of the study' sample according to Living Place, Based on the responses, the percentage of those living in (Al-ezaria) is 43%, at (Abu-Deice) is 39%, while at (Aa-sauahra) is 18%. which mean that those living at (Al-ezaria) occupying the most category percent, then those living at (Aa-sauahra).

Figure 3: Distribution of Study Sample According to Place of Living

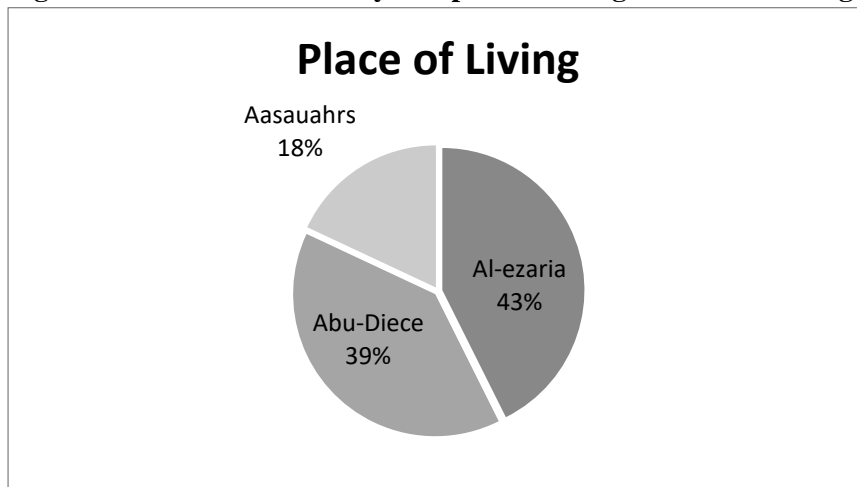


Figure (4) below, shows the distribution of the study' sample according to Educational level, Based on the responses, the percentage of those having (Secondary learning) is 23%, the percentage of those having (Diploma) is 28%, and the percentage of those having (Bachelor's) is 42%, while the percentage of those having (Master degree) is 7%. Which mean that those having (Bachelor's) occupying the most category percent, then those living at (Diploma).

Figure 4:Distribution of Study Sample According to Academic Level

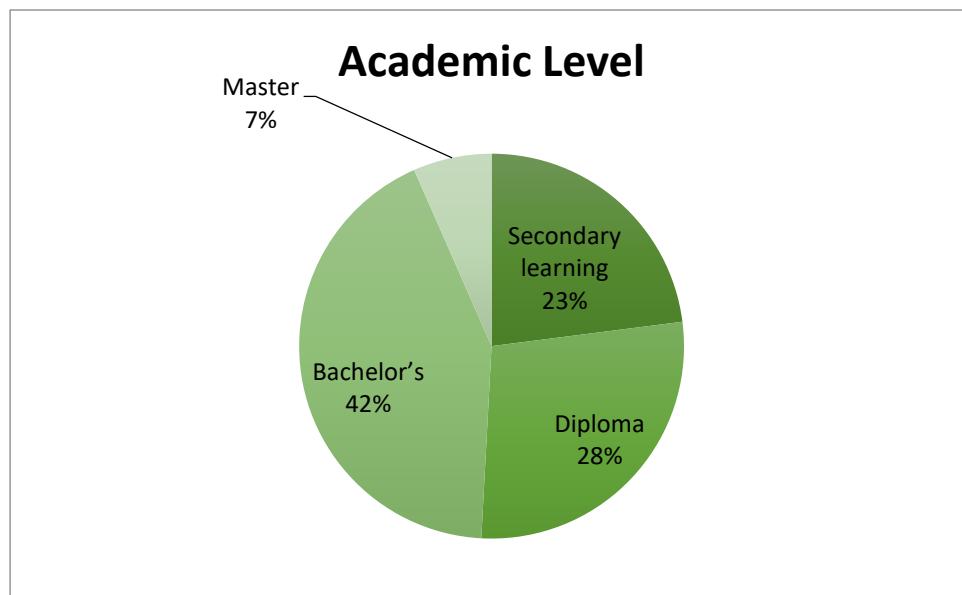


Figure (5) below, shows the distribution of the study' sample according to Experience, Based on the responses, the percentage of those having (3 or less) experience is 23%, and for those having (more than 3 to 6 years) experience is 27.9%, and for those having 21.3%, while the percentage for those having (more than 6 to 9 years) is 21.3%, and finally for those having experience (more than 9 years) is 27.9%. Which mean that those having experience (more than 6 to 9 years) and (more than 9 years) occupying the most category percent.

Figure 5: Distribution of Study Sample According to Experience

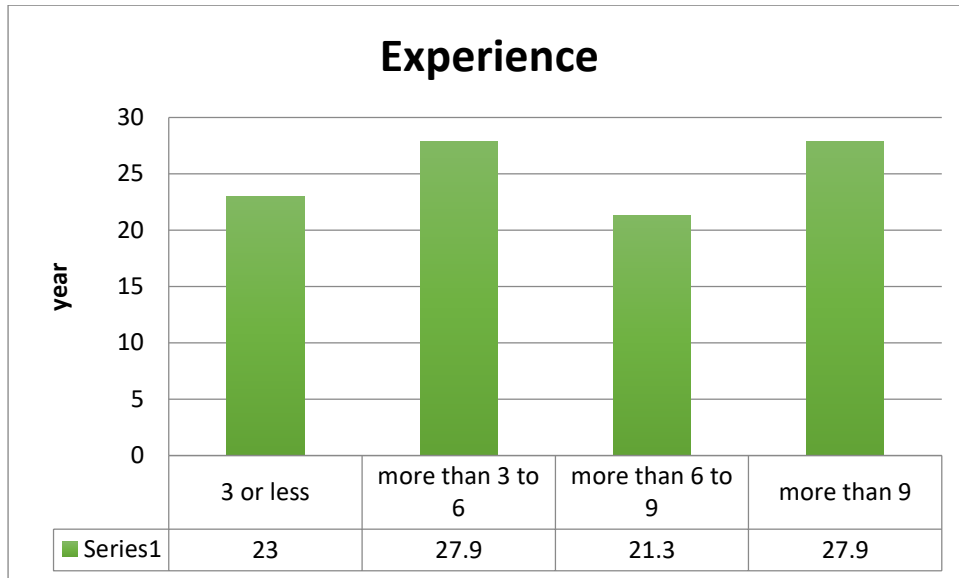


Figure (6) below, shows the distribution of the study' sample according to Workers number, Based on the responses, the percentage of projects having (1-5) worker is 75.4%, and for the projects having (6-10) workers is 14.8%, and for those having (11-15) worker is 9%. Which mean that those having (1-5) occupying the most category percent.

Figure 6: Distribution of Study Sample According to Workers number

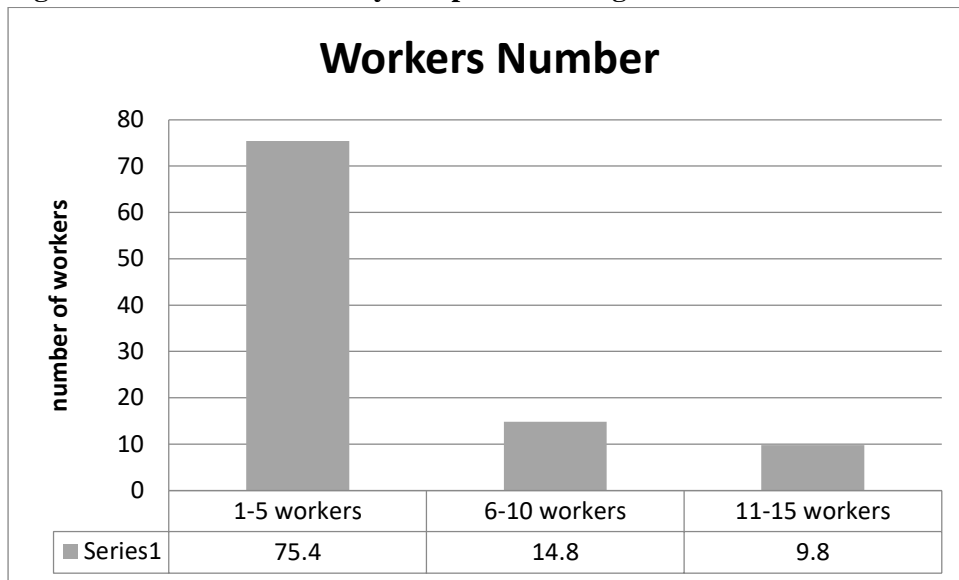
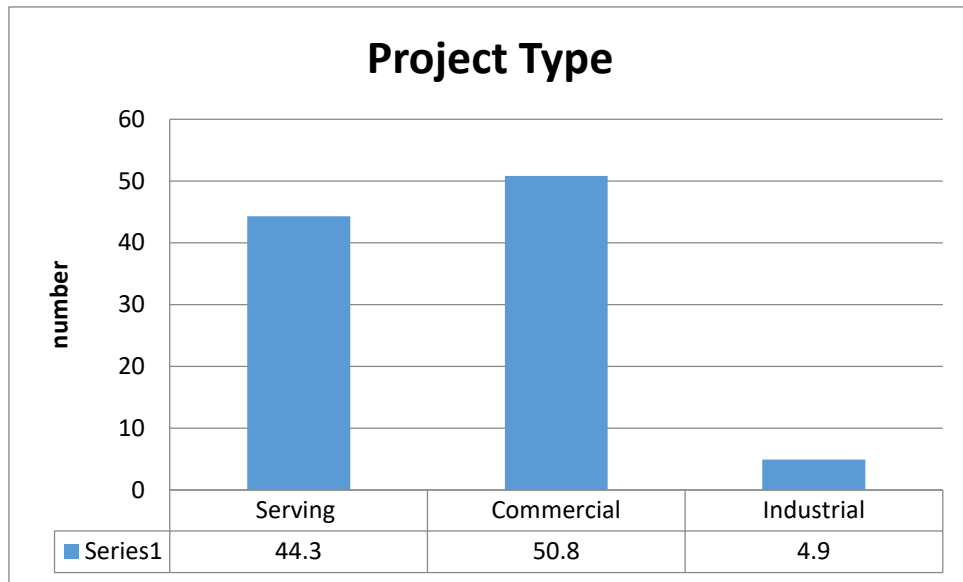


Figure (7) below, shows the distribution of the study' sample according to Project Type, Based on the responses, the percentage of (serving projects) is 44.3%,

and for the percent of (commercial projects) is 50.8%, and the percent of industrial projects is 4.9%. Which mean that the (Commercial projects) occupying the most category percent.

Figure 7: Distribution of Study Sample According to Project type.



3.6 Ethical Consideration:

The collected data will be confidential and anonymized and is going to be used for the research purpose only. This was clearly stated at the introduction of the questionnaire next to its aims and objectives.

3.7 The Validity of the Study Tool

For the context validity, the academic supervisors and arbitrators who have expertise in the study's field have reviewed the questionnaire and confirmed its validity and relevance to its purposes. Additionally, the structural validity was checked by measuring the person correlation for each domain of the questionnaire (with it's over all degree). Table (5) below, show the correlations coefficients for each domain with (over all degree), indicating a highly excellent internal consistency between each domain and (over all degree), As a result the questionnaire was suitable to perform the intended measurement:

Table (5): Person correlation for the questionnaire's domains:

Domain	Person correlation' coefficient
Avoiding uncertainty	.688*
Power Distance (power of the serial social pyramidal)	.512*
Individuality	.828**
masculinity	.757*
Risk	.742*
Autonomy	.861**
Innovation	.810**
proactivity	.812**
Fierce competition	.858**
Population cultural perceptions and values toward Entrepreneurship.	.820**
Entrepreneurial orientation among Palestinian women	.931**

* $P < .05$; ** $P < .01$; *** $P < .001$

From the table, above, and the values of the probability values and it's significance values, the researcher can conclude that the study tool is valid and consistent.

3.8 Reliability of the Study Tool:

By checking the internal consistency testing using Cronbach's Alpha for each domain of the study and the over all degree of study, Table (6) bellows shows the reliability coefficients (Alpha Cronbach) for each domain of the questionnaire, the over all degree of each field and the whole study, as it appear that the coefficients are near to (0.60) which mean that the consistency for all domains and fields is good.

Table (6) Chronbach's Alpha for each domain of the study

number	Domain	Chronbach's Alpha	Paragraphs number	Sample size
	Avoiding uncertainty	.561	4	61
	Distance of Power (power of the serial social pyramidal)	.572	4	61
	Individuality	.542	4	61
	masculinity	.581	4	61
	Risk	.694	6	61
	Autonomy	.615	5	61
	Innovation	.821	5	61
	proactivity	.750	7	61
	Fierce competition	.880	6	61
	Population cultural perceptions and values toward Entrepreneurship.	.551	16	61
	Entrepreneurial orientation among Palestinian women	.917	29	61
	Over all mean	.901	45	61

The data at table (6) indicates that the questionnaire is reliable, and consistent as the coefficient values are greater than (.5) for all domains or fields of the study.

3.9 Statistical Analysis

The following statistical techniques were used to analyze the collected data from the respondents.

- Frequencies and percentages to describe personal and demographic variables.
- Means (degrees or averages), standard deviations and coefficients of variation to measure respondents' toward the Questionnaire' Items.
- One-Way Analyses of variance (ANOVA) with (LSD post hoc multiple comparison), and Independent sample t-test inner differences between factors and Questionnaire dimensions.
- Structural Equation modeling to test the hypothesis of the relation between Factors and Questionnaire Dimensions.
- Alpha (Cronbach) scales and average variances expected, composite reliability for reliability.

3.10 Method Correction:

To Analyze the data and getting results, the respondents' answers for the questionnaires paragraphs were given symbols based on the fifth Likert scale, as in the table7

Answer	Symbol
Strongly disagree	1
Disagree	2
Neither agree or disagree	3
Agree	4
Strongly Agree	5

Table(8): shows the mean (Degree or average) for each paragraph (across respondents) were categorized based on the third Likert scale as follows:

Mean	Level
1 – 2.33	Little
2.34 – 3.66	Intermediate
3.37 – 5	Large

CHAPTER FOUR
DATA ANALYSIS AND DISCUSSION

In this chapter, the researcher presents and discusses in details the analysis and results of the study.

4.1 The Relationship between Cultural Values and EO

Main Hypothesis 1: There is significant relationship between the cultural values and the entrepreneurial orientation of women entrepreneurs in the area of southeast Jerusalem.

Based on the previous studies about how culture impacts on women entrepreneurship and by adopting previous frameworks based on the existing literature mentioned in chapter 2, the researcher here concludes a proposed model that shows the relationship between the study's variables . In this study, the entrepreneurial orientation is the dependent variable measured using five well known dimensions of (*Lumpkin & Dees,1996*): risk-taking, autonomy, innovativeness, pro-activeness, competitive aggressiveness. And the independent variable of the study is cultural values measured mostly by referring to the model of cultural values of (Hofstede's ,1980) that measures the dimension of culture through: uncertainty avoidance, power distance, individualism, masculinity. Moderating variables: includes age , gender, educational level, work experience, type of industry, number of workers. The confirmatory analysis was utilized in order to test the main and specific hypotheses of the study. This statistical procedure allowed the researcher to examine the influence of the independent variable (the four cultural values dimensions) on the dependent variable (the five EO dimensions). SEM is a multivariate quantitative statistical analysis technique used to show the causal relationships between variables, the relations in the SEM represents the hypotheses of the study (*Kimura et al., 2015*).

Main Hypothesis 1: suggests that cultural values influence the EO of women entrepreneurs significantly. The researcher conducted a correlation analysis between cultural values and EO. And it was found out that there exists a significant and intermediate positive relationship between both constructs, namely $r = .550$, $p = 0.00$. along with this result, the researcher wanted to check if this effect between the two variables is meaningful or important by relying on what (Cohen, 1992) suggested about the effect size of what constitutes a large or medium, small effect of the coefficient correlation. Where $r = .1$ is considered small effect, $r = .3$ medium effect, $r = .5$ is considered a large effect(*Bleeker; 2011*). From this we can conclude that cultural values in the Palestinian community largely affect the EO of women entrepreneurs since $r = .550$. from here we tend to accept the main hypothesis 1.

Table(10), below shows that the nature of the relation between the different fields of the crossed fields, it show that the relation between (Population cultural perceptions and values toward Entrepreneurship) and (Entrepreneurial orientation among Palestinian women) is positive but intermediate, with correlation coefficient (Chi-square =.550, P=.000).

Table (9), show Person correlation Coefficient between the different fields:

Domains	Person-Correlation	Sig	Correlation Type	Power of correlation
Population cultural perceptions and values toward Entrepreneurship) Vs (Entrepreneurial orientation among Palestinian women)	.550	.000	Positive	Intermediate

4.2 The Relationship between cultural values dimensions and EO dimensions

The preceding analyses have shown that cultural values dimensions influence the EO and its multi-dimensions.

Specific Hypothesis 1: Suggests that uncertainty avoidance in the Palestinian culture relates negatively to risk-taking. A correlation analysis has shown that uncertainty avoidance has a negative and very weak type of power, where $r = -.100$ and $p = .114$. which indicates that uncertainty avoidance insignificantly relates to risk taking. Thus, we therefore do not accept the specific hypothesis 1. This finding runs against the finding of (Lee and Peterson, 2000), (Hout,2002),(kreiser et al., 2010), (Tsykalova, 2015), (El-Farra, 2017). who found out that uncertainty avoidance significantly relate to risk taking.

Specific Hypothesis 2: Suggests that power distance in the Palestinian culture relates negatively to the autonomy. A correlation analysis has shown that power distance has a positive correlation and intermediate type of power, where $r = .278$ and $p = 0.02$, with estimate of (1.195). which means that power distance significantly and positively relates to autonomy. That tells us that when the power distance increases in the Palestinian society the autonomy of individuals increases, this finding is not supported by previous studies such as; (Lee & Peterson, 2000), (Kreiser et al., 2010),(Calza, 2020) which all have shown that high PD societies tends to negatively relate to entrepreneurship. And The Palestinian society is characterized by high PD (Jaber, 2015). Therefore, based on the results, the researcher do not accept the specific hypothesis 2.

Specific Hypothesis 3: Suggests that individualism in the Palestinian culture relate negatively to innovativeness and pro-activeness. It has been shown that individualism affects innovativeness significantly by (.867) with $p = .038$ and $r = (\text{Chi-square} = .447)$. which indicates a positive and intermediate type of power. A correlation analysis between individuality and pro-activeness has shown that (Chi-square = .498, $P = .000$), it means that when individuality increase in the society the level of innovativeness and pro-activeness in the Palestinian society tend to increase as well. this finding is not supported by the previous studies such as; (Elad-Bouskila, 2002,), (Jaber, 2015), (Sultan, 2016), and Brezinová,(2017). Who indicated that the Palestinian culture is

more or less a collectivist culture that promote to innovation, pro-activeness. in this regard, we tend to reject hypothesis 3.

Specific Hypothesis 4: Suggests that masculinity in the Palestinian culture relates positively with competitive aggressiveness. According to an estimate analysis , it was shown that (Masculinity) affect (Fierce Competition) significantly by(.975) with $p=.000$. the correlation between masculinity and the competitive aggressiveness = Chi- square=.224, which indicates a positive and intermediate type of power. And it means that women entrepreneurs compete aggressively since the society is characterized by being masculine. Therefore, Hypothesis 4 is accepted.

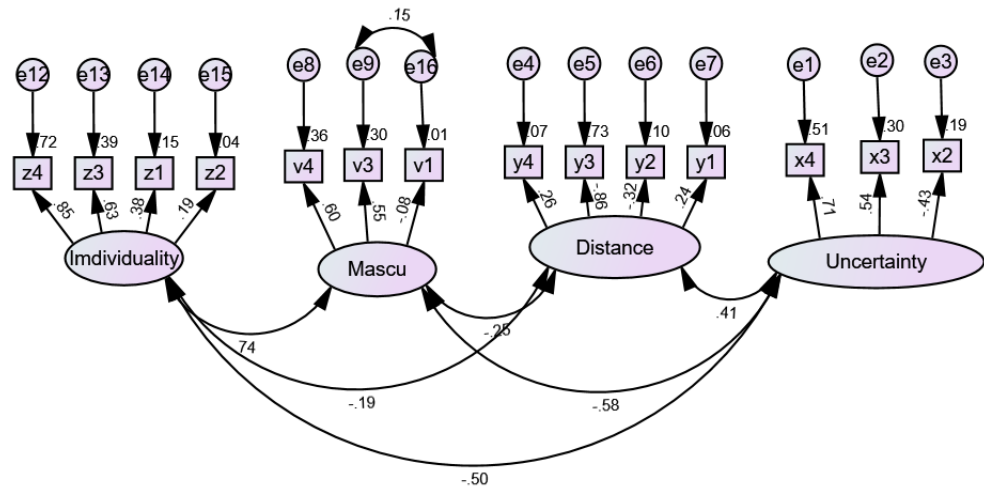
Table(10) shows the hypothesized relationship regarding the 4 specific hypotheses and the results of the analysis.

The influence of Cultural values on the Entrepreneurial Orientation

Hypothesis	Independent variable	Dependent variable	Hypothesized Relationship	Result
1	Uncertainty avoidance	Risk taking	Negative	Not supported
2	Power Distance	Autonomy	Negative	Not supported
3	Individuality	Innovation & Proactiveness	Negative	Not supported
4	Masculinity	Fierce Competition	Positive	Supported

Confirmatory Analysis:

To ensure from the confirmatory of the model for the first field of the study (Population cultural perceptions and values toward Entrepreneurship), and to ensure that the supposed latent variables are affect by the observed variables we can use the measurement model as below, and we use at the analyses only the observed variables at the measurement model, the values of the indices show that the model is confirm and good:

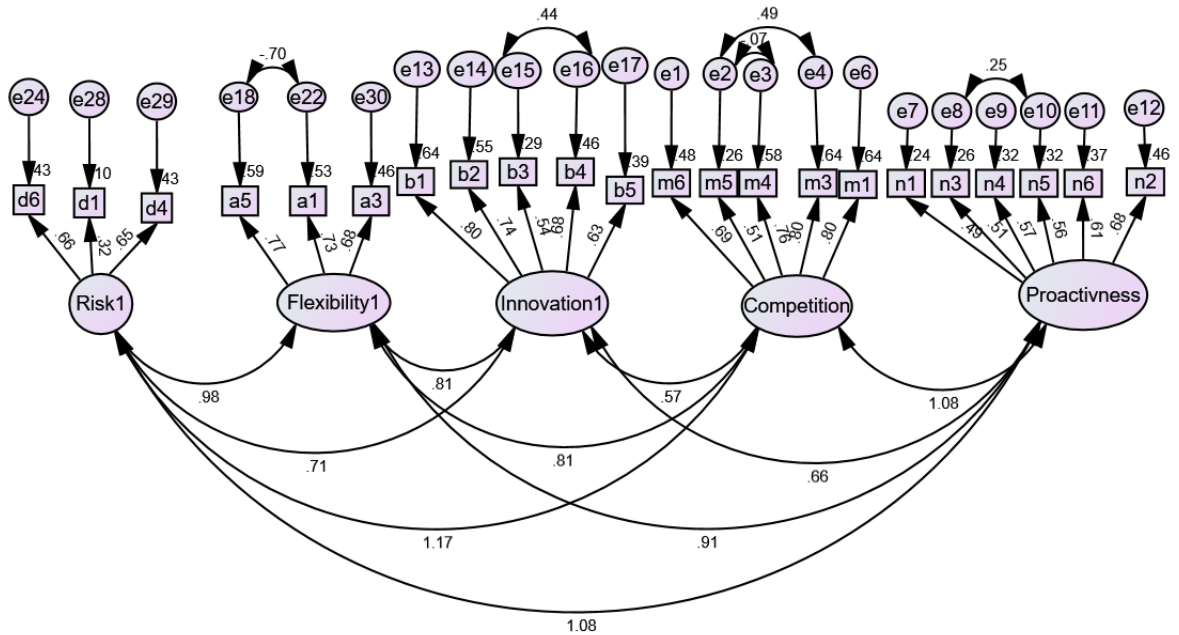


Table(11): summary of references values for adjustment indices:

indices	Very good	Good	Suffering	Bad	Fit of the Adjusted Model	Evaluation
χ^2/df	$1 \leq$]1,2]]2,5]	>5	1.048	Good
NFI	$0.95 \geq$	[0.9;0.95[[0.8;0.9[<0.8	0.561	Bad
CFI	$0.95 \geq$	[0.9;0.95[[0.8;0.9 [<0.8	0.959	Very good
RFI	$0.95 \geq$	The better the closer to 1			0.430	good
TLI	$0.95 \geq$	[0.8;0.95[[0.9;0.9 [<0.8	0.947	Good
RMSEA (P-value \geq .05)	$0.05 \leq$]0.05,0.08]]0.08,0.10]	>0.10	.027	Very good

The values of the indices at the above table indicate that the model is good and fit, so the researcher can complete the analyses upon it. So the researcher will depend on the relation at the model to continue at the analyses.

To ensure from the confirmatory of the model for the second field of the study (Entrepreneurial orientation among Palestinian women) and to ensure that the supposed latent variables are affect by the observed variables we can use the measurement model as below, and we use at the analyses only the observed variables at the measurement model, the values of the indices show that the model is confirm and good:



Table(12): summary of references values for adjustment indices for 2nd model :

Indices	Very good	Good	Suffering	Bad	Fit of the Adjusted Model	Evaluation
χ^2/df	$1 \leq$]1,2]]2,5]	>5	1.17	Good
NFI	$0.95 \geq$	[0.9;0.95[[0.8;0.9[<0.8	0.732	Bad
CFI	$0.95 \geq$	[0.9;0.95[[0.8;0.9 [<0.8	0.949	good
RFI	$0.95 \geq$	The better the closer to 1			0.680	good
TLI	$0.95 \geq$	[0.8;0.95[[0.9;0.9 [<0.8	0.935	Good
RMSEA (P-value \geq .05)	$0.05 \leq$]0.05,0.08]]0.08,0.10]	>0.10	.054	Very good

The values of the indices at the above table indicate that the model is good and fit, so the researcher can complete the analyses upon it. So the researcher will depend on the relation at the model to continue at the analyses.

Table (13): Summary of references values for adjustment indices:

	Estimates	S.E	C.R	P-value
Distance of Power-→ Autonomy	1.195	3.053	.485	.002
Masculinity -→Fierce competition	.975	.253	4.208	.000
Individuality→ Innovation	.867	.694	2.079	.038
Masculinity → Proactive ness	.713	.167	2.537	.011
Uncertainty→ Risk	-.848	1.770	-1.536	.114
Uncertainty-→ Proactiveness	-.272	1.026	-1.242	.214

The table above show the effect coefficients, and it show (Distance of Power) affect (Autonomy) significantly by (1.195), (Masculinity) affect (Fierce Competition) significantly by .975), (Individuality) affect (Innovation) by .867, (Masculinity) affects (Proactiveness) by (.713), (Uncertainty) affect (Risk) by -.848 but not significantly, and finally (Uncertainty) affects (Proactiveness) by (-.272) but not significantly also.

Table(9), below shows that the nature of the relation between the different fields of the crossed fields, it show that the relation between (Individuality and Innovation) is positive but intermediate, with correlation coefficient (Chi-square =.447, P=.000), as the same as the relations between (Individuality and Fierce Competition), with correlation coefficient (Chi-square =.429, P=.000), while the relation between (Masculinity and Proactivity) is also positive and intermediate, with ((Chi-square =.336, P=.008). but there is no significant relations between (Power distance and Proactivity) and between (Uncertainty and Flexibility) with (P>.05) for both.

Table14 : Person correlation Coefficient between the crossed Domains of the different fields:

Domains	Person-Correlation	Sig	Correlation Type	Power of correlation
Individuality vs Innovation	.428	.001	Positive	Intermediate
Power Distance Vs Autonomy	.278	..030	Positive	Intermediate
Individuality Vs Proactiveness	.498	.000	Positive	Intermediate
Masculinity Vs Fierce Competition	.224	.083	Positive	Intermediate
Uncertainty Avoidance Vs Risk	-.100	.445	Negative	Very weak

4.3 Analysis of the paragraphs of the study:

Dependent on the Measurement model of the confirmatory Analysis of the first field of the study, which is subjected by (Population cultural perceptions and values toward Entrepreneurship), and contains four domains, the researcher analyzed the paragraphs of these domains by computing the means and standard deviations of these paragraphs, as follows:

Analyses of the first field: Population cultural perceptions and values toward Entrepreneurship

Table (15): First Domain (Uncertainty Avoidance), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
You use certain procedure at your project	3.0328	1.32875	Intermediate
Your organization depends on the rules and systems at work.	1.8033	.51054	Little
The odors are detailed clearly at your project.	1.7541	.56733	Little
Uncertainty Avoidance	2.1967	.45288	Little

The above table shows that the most value was for paragraph: (You use certain procedure at your project), with mean (3.03) and standard deviation (1.32875), and intermediate evaluation. While the degree of the Domain (Uncertainty Avoidance) is 2.1967.

Table(16): Second Domain (Distance of Power), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
You do most of the decisions alone.	1.9016	.65077	Little
You are afraid from developing and vesting your work because you fear from losing.	2.1803	.67102	Little
You expect from employee at your project to follow your orders without any mistakes	2.7049	1.26944	Intermediate
You encourage others at your facility to express about their point view.	2.7705	1.25689	Intermediate
Distance of Power	2.3893	.42945	Intermediate

The above table shows that the most value was for paragraph: (You encourage others at your facility to express about their point view.), with mean(2.77) and standard deviation (1.25), and intermediate evaluation. While the degree of the Domain (Distance of power) is (2,38) and (.42945) S.D.

Table(17): Third Domain (Distance of Power), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
You followed your own special ideas and intuition to establish your project	3.0000	1.34164	Intermediate
There are a hard jobs at your project, ad you get personal sense by achievements.	2.8361	1.15730	Intermediate
You have depend on yourself at the begin of your special project, without participate the family	2.7377	1.23695	Intermediate
You have skills and abilities that you can hire completely at work.	3.2459	1.47937	Intermediate
Individuality	2.9549	.84964	Intermediate

The above table shows that the most paragraph is (You have skills and abilities that you can hire completely at work), with mean (3.24) and standard deviation (1.48), and intermediate evaluation. While the degree of the Domain (Individuality) is (2,95), and(.85) standard deviation.

Table(18): Fourth Domain (Masculinity), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
Cultural values, and customs and traditions at the Palestinian society limit the entrepreneurship for Women	2.6230	.93388	Intermediate
You do your work for rich and power at life.	3.2951	1.46452	Intermediate
You like to control your life.	3.5574	1.48912	Intermediate
Masculinity	3.1585	.84241	Intermediate

The above table shows that the most paragraph is (You like to control your life.), with mean (3.55) and standard deviation (1.48), and intermediate evaluation. While the degree of the Domain (Masculinity) is (3.15) and (.84) standard deviation.

Table (19): First Domain (Risk), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
You have a tendency toward risk	2.5246	.82879	Intermediate
Your project fear from risk to avoid losing	2.5410	1.13393	Intermediate
You avoid situations in which you feel uncertain about what will happen in the future	2.2295	.69266	Little
Risk	2.4317	.60045	Intermediate

The above table shows that the most value was for paragraph: (Your project fear from risk to avoid losing.), with mean 2.54 and standard deviation 1.13, and intermediate evaluation. While the degree of the Domain (Risk) is 2.43 and .60 standard deviation.

Table (20):Second Domain(Autonomy), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
The employee are free to express their ideas and abilities	2.6557	1.10883	Intermediate
You are more better at the environments where there is no centrality, and able to express your ideas freely	2.9508	1.28357	Intermediate
You encourage the ideas that have chance at market and work	2.9016	1.33797	Intermediate
Autonomy	2.8361	.97491	Intermediate

The above table shows that the most value was for paragraph: (You are more better at the environments where there is no centrality, and able to express your ideas freely), with mean 2.95 and standard deviation 1.28, and intermediate evaluation. While the degree of the Domain (Flexibility) is 2.83 and .97 standard deviation.

Table(21): Third Domain (Innovativeness), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
Your project research about new innovations for work	3.0164	1.37225	Intermediate
You research about a new ways for producing and ways for work	2.9672	1.35360	Intermediate
You careful to keep up world changes and techniques	3.0984	1.37483	Intermediate
You have the ability to create a new ideas and start new activities	2.8361	1.28037	Intermediate
Always you bring technology to your work.	2.9180	1.26879	Intermediate
Innovativeness	2.9672	1.01599	Intermediate

The above table shows that the most value was for paragraph: (You careful to keep up world changes and techniques), with mean 3.09 and standard deviation 1.37, and intermediate evaluation. While the degree of the Domain (Innovation) is 2.96 and 1.01 standard deviation.

Table(22): Fourth Domain (Proactivity), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
The performance of your project takes by consideration the needs and problems and previous changes for workers	2.4918	.92417	Intermediate
You have the ability to determine and useful the opportunities	2.4754	1.04254	Intermediate
Your project depends on the products and services which have advantage competition	2.5574	.86650	Intermediate
You respond fast by power to competition	2.6230	1.08265	Intermediate
You are an entrepreneur at market	2.8197	1.20427	Intermediate
Your project considered as a researcher about information	2.2459	.74511	Little
Proactivity	2.5355	.66327	Intermediate

The above table shows that the most value was for paragraph: (You are an entrepreneur at market), with mean 2.81 and standard deviation 1.20, and intermediate evaluation. While the degree of the Domain (Proactivity) is 2.53 and .66 standard deviation.

Table(23): Fifth Domain (Fierce competition), means and standard deviations for each paragraph, (means, standard deviations and evaluation):

Paragraph	Mean	Std. Deviation	Evaluation
Your project usually starts with taking action and outperforming in the industry	2.6885	1.00898	Intermediate
Your project seeks to reach competitive advantages	2.6066	1.11473	Intermediate
Your project trying with untraditional techniques in facing competitiveness	2.6885	1.05737	Intermediate
You release new products only after analyses and evaluation	2.5082	.97678	Intermediate
Your project introduce superior services and products.	2.6885	.95814	Intermediate
Competitive aggressiveness	2.6361	.81282	Intermediate

The above table shows that the most value was for paragraphs: (Your project usually starts with taking action and outperforming in the industry, trying with untraditional techniques in facing competitiveness and introduce superior services and products), with mean 2.69 and standard deviation 1.00, 1.06 and .95 respectively, and intermediate evaluation. While the degree of the Domain (**Fierce competition**) is 2.63 and .81 standard deviation.

4.4 Discussion of the study results

Some scholars(Weber, 1980; Hofsetde, 1980; Triandis, 1995; Lee & Peterson, 2000; Mueller & Thomas, 2000) have all suggested in their theories that the values and

beliefs shared between a group of people affect on their behaviors and orientation, and may act as a driving or restricted force. Although this theory suggests an essential link between cultural values and orientation, what has been left to others to explore is how this link specifically influences women entrepreneurs in the area of southeast – Jerusalem.

The study's findings show that Women aged (25- 35) are the most entrepreneurially active. On the other hand, the category of 18-25 & those aged above 45 (got same percent) as shown in figure 2 are the least active women. This finding is supported by the findings of many previous studies for example, the study of (Sultan, 2016) & (Abdullah&Hattawy,2014). And runs against the finding of (Salameh, 2018). who found out in her study that women aged (30-35) are less entrepreneurially active, and women above 45 years old are the most active. It also has been found that women living in Ezariah town are the most entrepreneurially active than those living in Abu-Deice and Al-Sauahra. The results reveals that women with bachelor degree are more entrepreneurially active with percent of (42%) followed by diploma holders (28%) . this finding is supported by the finding of (Abdullah & Hattawy, 2014). This means that these women have a good educational backgrounds that can help them to navigate through their business journey. Regarding the experience in the same field, Results show based on the responses that women with (6 and more years of experience) and (9 years or more) as shown in figure 5 are occupying the same and most percent category of (27.9%) indicating the long term survival of their business. This finding runs along with the finding of (Aderinto et al., 2018), and runs against the finding of (Althalathini, 2015), Who found out that the majority of women experience ranges from 2 to less than 5 years. Figure 6, reveals that (75.4%) of women enterprises in the area of southeast Jerusalem have (1-5) workers. Which indicates that most of these projects are micro and small projects. Finally, The study reveals that half of the respondents entrepreneurial activities are commercial (consumer -oriented business).

After analyzing the first field of the study, which is subjected by (Population cultural perceptions and values toward Entrepreneurship).

Hayton, et al., (2002) assumes that cultures where uncertainty avoidance is low, power distance is low, individualism is high and masculinity is high offer more opportunities for entrepreneurship. in this study It turns out to find that the uncertainty avoidance based on the responses is low with a mean of (2.1) which indicates that Palestinian women look for entrepreneurship as away to reduce their dissatisfaction with their current situation and improve their standards of living, this result comes along with (Hofstede et al., 2004). as for the second domain that talks about power distance; as shown in table (12) the average mean for PD is 2.38 which indicates an intermediate level. Meaning that Palestinian women in the society experience a moderate level of PD, some scholars found out that high PD can leads to promote the entrepreneurial activities such as; (Hofstede., et al., 2004; Shneor et al., 2013). Others claim that high level of PD can impact negatively on the entrepreneurial activities (Lee & Peterson, 2000; Kreiser et al., 2010; Calza et al ., 2010). The study's result comes in between meaning PD can have a mixed influence on women entrepreneurial activities. The third domain talks about individualism in the Palestinian culture. As shown in table (13) the average mean for individualism is 2.9. which indicates an

intermediate level of individualism among women which may promote opportunities towards entrepreneurship (Dogan, 2016). The fourth domain talks about masculinity with an average of 3.15, which indicates also an intermediate level of masculinity among the respondents.

After analyzing the second field of the study, which is subjected by (Entrepreneurial orientation among Palestinian women). The Palestinian culture does not seem to encourage entrepreneurs to take risks, and as it is shown in table(15) most of Palestinian women do not want to take risks since they are afraid of losing and losing is an unacceptable outcome. The majority of the women are careful to keep up with the world's changes and techniques, as shown in table(16). Yet, the Palestinian culture does not also seem to encourage innovation and bright ideas. The majority of the respondents are more open to freely express about their ideas in the less centrality environments where they are given the autonomy to do so. Based on the analysis the level of autonomy was intermediate. Meaning that the Palestinian culture does promote autonomy but not enough to let women be self-directed in the pursuit of opportunities. Other EO dimensions (pro-activeness and competitive aggressiveness) were found to have an intermediate level. Meaning women entrepreneurs have a moderate attitude towards evaluating and learning to stay ahead of their competitors.

Table(8,9,10) show the results of the multivariate regression model examining the impact of cultural values on the EO of women entrepreneurs(Main Hypotheses) in addition to the specific hypotheses from (1-4).

The specific hypotheses tested the relationship between cultural values dimensions with the dimensions of EO. In this respect, it was theorized that uncertainty avoidance would be negatively related to risk taking (Specific Hypothesis.1), and that power distance would be also negatively related to autonomy(Specific Hypothesis.2), plus that individualism would also relate negatively to innovativeness and proactiveness (Specific Hypothesis.3), Masculinity would be positively related to fierce competition (Hypothesis.4). The study's results did not show empirical support for the proposed relationship between uncertainty and taking risk, since P-value is .114 and the C.R is -.100, which indicates a very weak correlation power and insignificant relationship. Yet, showed empirical support for the relation between power distance and autonomy were (P-value <0,05) which is significant. and C.R was found to be .278, which indicates a positive and intermediate power of correlation. It is critical to note, instead, PD behaves unconventionally in the study's result with its relationship with autonomy in comparing with other previous studies. Where a lot of them assumed and found a negative relationship between PD and autonomy. In this study it turns out to have a positive effect on autonomy. This positive effect as (Hofstede et al., 2004) mentioned might be associated with high entrepreneurial activities, as a way of showing dissatisfaction. With regard to individualism and its relationship with(Innovativeness & Pro-activeness). There was significant relationship between individuality with innovation and proactiveness, were (P-value<0.05) and the C.R was found to be .498 which indicates a positive intermediate correlation power. In this regard, the Palestinian culture (Individualism) offers more opportunities to promote creativity and innovation But the researcher rejected hypotheses (2&3) since it do not relate to what was theorized. As for the relation between masculinity and fierce

competition was also found to be significant ($P\text{-Value} < 0.05$) and CR is .224 which indicates positive intermediate type of power. Therefore we accepted H4.

As for the main hypothesis: it suggests that there is a significant relationship between cultural values and the EO of women entrepreneurs in the area of southeast Jerusalem. the results showed a significant positive relationship between them. where CR was found to be .550 which indicates a positive intermediate type of power. Therefore, we had to accept the main hypothesis 1.

Chapter Five

CONCLUSION AND IMPLICATIONS

The primary purpose of this study is to assess whether or not the cultural values play a significant role in influencing the entrepreneurial orientation of women entrepreneurs in southeast Jerusalem – Palestine. In this chapter the researcher summarizes the main findings, key conclusion, policy and practical implications, future research.

5.1 Summary of the Study's Results

This study explores the dimensions of cultural values and the dimensions of EO on women entrepreneurs in the area of southeast- Jerusalem. Uncertainty avoidance was found to have an insignificant and negative but (very weak relationship) with risk taking. This suggests that women enterprises operating and competing in cultures that are uncomfortable dealing with uncertainty i.e.;, Palestine (high in uncertainty avoidance) will be less likely to take risks than those cultures with low uncertainty avoidance. Power distance was found to positively impacts on autonomy. This suggests that societies (i.e., high in power distance) where the distribution of power is unequally distributed will drive women towards entrepreneurship for more autonomy and flexibility. Individualism was found to positively and significantly impacts on innovativeness and pro-activeness. Masculinity as theorized is positively related with competitive aggressiveness. The moderating variables parameters showed no significant differences except for “employees number” which has a positive differences for the (11-15) worker than the other classes (1-5) workers and (6-10) workers, at the all the domains of the study, except for (fierce competition), with ($F = 3.088, P > 0.05$), which can be interpreted that the bigger projects that contain (11-15) workers has higher levels (entrepreneurship orientation) which may mean that they are more successful and has more workers based on their sizes.

According to (*Cohen, 2000*) cultural values within a society is one of the key determinants that impacts on the orientation of women entrepreneurs. In this study, it was found that there is a significant relationship between cultural values and women entrepreneurial orientation. Also, the correlation between the two variables here is positive and intermediate in the area of southeast Jerusalem. It indicates that the Palestinian culture encourages women entrepreneurs towards ownership of business.

5.2 Conclusion

The primary objective of this study was to explore whether or not cultural values significantly influence the EO of women entrepreneurs. Consequently, this research has developed a framework for studying the relationship between cultural values and the EO of women entrepreneurs in southeast Jerusalem by providing a special look at the role of four key dimensions of cultural values in influencing the EO on five of its key dimensions. Palestinian women have a positive perception towards entrepreneurship. Mostly, women entrepreneurs engage more in the commercial types of projects which have to do with the consumer-oriented business activities, their enterprises are very small regarding to the number of workers. Results show that uncertainty avoidance relates insignificantly to risk taking, power distance

relates positively and significantly to autonomy, individualism also relates positively and significantly to innovativeness and proactiveness, and masculinity relates positively and significantly to competitive aggressiveness. In conclusion, the study revealed that the cultural environment features of women entrepreneurs is supportive but in an intermediate level for providing the initiatives and promoting creativity and autonomy, proactiveness, fierce competition of women orientation.

5.3 Policy and Practical Implications.

As a developing country suffers from economic slowdown, there is a need to develop recommendations and adopt approaches that would break the different barriers that might face women in their business journey. In the light of the study's findings, women's business is typically influenced by cultural values in several ways. In this respect, here are some policy measures to support women's entrepreneurship.

1. Women can work from home as an attempt to reduce the cultural barriers of women challenges.
2. Family and spouse should give adequate support and assistance, in terms of housework and childcare.
3. Schools and Universities should develop and create an entrepreneurial culture among students, and have it open to all majors by having adequate staff, and necessary trainings that make them exposed to the entrepreneurial environment.
4. Promote women entrepreneurship, by raising awareness about the importance of their role as women entrepreneurs in economic growth and dynamics.
5. Minimizing the gender gap between men and women, by ensuring a lifelong entrepreneurial education and practices.
6. The importance of having a network of women centers and incubators, that would provide the needed information, knowledge, finance, trainings, supervising.

5.4 Future Research

For future research, researchers are recommended to explore the impact of cultural values on the entrepreneurial orientation of women across different nations, by referring to the GLOBE project's 'should-be' scores. It is an extension of Hofstede's framework of cultural values, researcher can easily conduct a research cross nation since it is one of the four main cross cultural projects (Calza *et al.*, 2010). Also, studying other moderating variables and how it impact the relationship between the main variables would add extra knowledge to the study. A mix of quantitative and qualitative study can be followed to improve the evaluation by integrating different methods of knowing.

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Appendix (A): Study Questionnaire

“The Impact Cultural Values on the Entrepreneurial Orientation “

A Case study on Women Entrepreneurs in Southeast Jerusalem.

First Section: Demographic Data

Kindly mark an (✓) next to the box that applies to you

1. Gender	
<input type="checkbox"/> Male	<input type="checkbox"/> Female
2. Age	
<input type="checkbox"/> 18- less than 25 years old <input type="checkbox"/> 25- less than 35 years old <input type="checkbox"/> 35- less than 45 years old <input type="checkbox"/> More than 45 years old	
3. Educational Level	
<input type="checkbox"/> High school and less <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor degree <input type="checkbox"/> Postgraduate	
4. Work Experience	
<input type="checkbox"/> Less than 3 years <input type="checkbox"/> 3 years to 6 years <input type="checkbox"/> 6 years to 9 years <input type="checkbox"/> More than 9 years of experience.	
5. Governorate of Residence	
<input type="checkbox"/> Ramallah & Al-Bireh <input type="checkbox"/> Bethlehem <input type="checkbox"/> Jerusalem	
6. Number of employees	
<input type="checkbox"/> 1-5 employees <input type="checkbox"/> 5-10 employees <input type="checkbox"/> 10-15 employees <input type="checkbox"/> More than 15 employees	

Second Section: Perceptions and population cultural values towards entrepreneurship.

Kindly put an (✓) next to the statement that reflects your point of view according to the following variables.

Uncertainty avoidance: The degree to which societies can tolerate or deal with ambiguity and the unknown of the future.

The First Variable: Uncertainty Avoidance

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Your enterprise relies on the social norms and rituals, bureaucratic practices to deal with unexpected future events.					
2	You employ Standardized work procedures in your enterprise.					
3	You rely on rules and regulations in your enterprise.					
4	Instructions are clearly spelled out in details in your enterprise.					

The Second variable: Power Distance

Power Distance: Refers to the unequal distribution of power between employees, and to what extent it is acceptable by the employees.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	You make most decisions without consulting people in lower positions.					
2	Your employees should not disagree with the decisions made by people in higher positions.					
3	You are afraid to grow your business because you fear failure.					
4	Your enterprise encourages employees to express their disagreements.					
5	You expects employees in your enterprise to follow your orders without disagreements.					

The Third Variable: Individualism

Individualism: It is opposed to collectivism, and refers to the extent in which societies emphasize on personal goals and thoughts.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	You followed your own ideas and intuition in establishing the business.					
2	Your enterprise have a challenging jobs , from which you get a personal sense of accomplishments.					
3	You possess and fully use your skills and abilities on the job.					
4	You relied on yourself to start the business without engaging your family.					

The Fourth Variable: Masculinity

Masculinity: It is opposed to femininity, and stands for societies that separate between gender roles and focuses on assertiveness, materialism and wealth.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Men are suitable more for jobs that require solving problems with active, forcible approach .					
2	You like to be self controlled over your life.					
3	You have a passion towards the pursuit of success oriented career.					
4	You pursue your job for the sake of wealth, materialism, assertiveness in life.					
5	Your enterprise enjoys achievements of superior performance over its rivals.					

Third Section: Entrepreneurial orientation of Women Entrepreneurs

Kindly put an (✓) next to the statement that reflects your point of view according to the following variables.

The First Variable: Risk Taking

Risk Taking: Refers to firms willingness to engage in trying new and bold actions rather than safe and usual activities.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	You have a tendency towards risks.					
2	Your enterprise may be classified as a risk taker.					
3	you often like to try unusual activities not necessarily risky.					
4	You tend to act boldly when risk is involved.					
5	Your enterprise fears taking risks to avoid failure.					
6	You rely on others for advice and guidance.					
7	You avoid any situation where you feel unsure of what will happen next.					
8	Your enterprise feels comfortable when it be adapted with new technologies or new environments.					
9	Your enterprise fears taking risks because of the political situations in Palestine.					
10	You are willing to cope with unknown in strategic situations.					

The Second Variable: Autonomy

Autonomy: a strategy that firms apply to practice flexibility in the work environment.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Your employees have the freedom in expressing about new, novel ideas and decisions.					
2	You always stick to the rules.					
3	you encourage ideas that have potential /opportunities in the work and market place.					
4	You encourage ideas that have potential /opportunities in the work and market place, But no actions are taken into consideration.					
5	You are quite independent of the					

	opinions of others.					
6	I like to be the primary decision maker.					
7	You thrive in the flexible, decentralized environments that allow you to freely express on your ideas and thoughts.					

The Third Variable: Innovativeness

Innovativeness::Refers to firms desire to create new goods and services, improve upon current goods or services, discover and explore novel and creative work processes and systems by supporting the novel ideas and implementing experiments and exploring the technological innovations.

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Your enterprise frequently looks for new innovations to the business.					
2	You look for better ways of producing products, work methods and processes.					
3	Creativity and innovativeness are thought of as an important in the work place.					
4	You train yourself and your enterprise to be creative.					
5	You get excited creating your own business opportunities.					
6	Your enterprise is oriented towards global markets.					
7	You keep your business practices updated with the global changes and techniques.					
8	You invest in brining technology to your work place.					
9	You have the ability to generate new ideas and initiate new activities.					

Fourth & Fifth Variables: Pro-activeness & Competitive aggressiveness

Pro-activeness :Pro-activity refers to firms readiness to adapt to new trends, products, services and the ability to anticipate to solve future problems to stay ahead of rivals.

Competitive aggressiveness: Companies willingness to forcefully and fiercely compete in the market place to respond quickly to their rivals and strengthen its posture in the marketplace.

A: Pro-activeness

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Your enterprise usually acts in anticipation of future needs, problems, changes.					
2	You get excited when you engage in a deal that gives you the opportunity to beat your competitors.					
3	Your enterprise is considered as a severe information seeker.					
4	You have the ability to identify and exploit opportunities.					
5	Your enterprise depends highly on the innovative products or services ahead of competitors.					
6	You consider yourself as a pioneer in the market place in which you operate.					
7	You consider yourself as a follower in the marketplace in which you operate.					
8	Your enterprise aggressively responds to the competition.					

B:Competitive aggressiveness

No.	Item	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Your enterprise usually initiates actions and outperform rivals in the industry.					
2	Your enterprise often improves on the current products.					
3	Your enterprise introduces superior products or services ahead of rivals.					
4	You continuously analyze and assess your competitors moves and actions.					
5	Your enterprise launches new products offering only after an assessment of the external					

	environment.					
6	Your enterprise seeks to achieve competitive advantages.					
7	Your enterprise tries unconventional methods in facing competition.					

Fourth Section: Ranking Question

A- These are some of the elements of cultural values that affect the Entrepreneurial orientation. Please rank them from 1 to 4 in terms of importance each element to you.

No.	Elements	Ranking order (1-4)
1	Uncertainty avoidance	
2	Power distance	
3	Individualism	
4	Masculinity	

B- These are some of the elements that shapes the Entrepreneurial orientation. Please rank them from 1 to 5 in terms of importance each element to you.

No.	Elements	Ranking order (1 -5)
1	Risk Taking	
2	Autonomy	
3	Innovativeness	
4	Pro-activeness	
5	Competitive aggressiveness	

Appendix(B)

Table : One-way ANOVA analysis of Population cultural perceptions and values toward Entrepreneurship and it's domains:

Field	Class	Mean	SD	Source of Variance	SS	MS	F	LSD post hoc multiple comparison
Uncertainty Avoidance	Secondary	2.21	.54	BG	.581	.194	.917	
	Diploma	2.41	.51	WG	12.04	.211		-----
	Bachelor	2.20	.38					
	Master	2.13	.32					
Power distance	Secondary	2.19	.38	BG	1.565	.522	3.129*	Bachelor > Secondary
	Diploma	2.31	.36	WG	9.501	.167		Master > Secondary
	Bachelor	2.48	.42					
	Master	2.81	.62					
Individuality	Secondary	2.75	.85	BG	2.737	.912	.294	
	Diploma	2.94	.62	WG	40.99	.719		-----
	Bachelor	2.95	.90					
	Master	3.68	1.3					
Masculinity	Secondary	2.86	.62	BG	.723	.241	.652	
	Diploma	3.18	.70	WG	25.06	.440		-----
	Bachelor	3.00	.70					
	Master	3.00	.20					
Population cultural perceptions	Secondary	2.51	.32	BG	.602	.201	.269	
	Diploma	2.71	.37	WG	8.504	.149		-----
	Bachelor	2.66	.41					
	Master	2.92	.54					

* $P < .05$; ** $P < .01$; *** $P < .001$

Table : One-way ANOVA analysis of Entrepreneurial orientation among Palestinian women and it's domains:

Field	Class	Mean	SD	Source of Variance	SS	MS	F	LSD post hoc multiple comparison
Risk	Secondary	2.30	.35	BG	.775	.258	1.277	-----
	Diploma	2.34	.22	WG	11.532	.202		
	Bachelor	2.51	.55					
	Master	2.67	.73					
Flexibility	Secondary	2.96	.58	BG	1.232	.411	.657	-----
	Diploma	2.71	.64	WG	35.618	.625		
	Bachelor	2.95	.93					
	Master	3.25	.98					
Innovation	Secondary	2.63	.77	BG	2.941	.980	.940	-----
	Diploma	3.07	1.09	WG	59.457	1.043		
	Bachelor	2.96	.98					
	Master	3.50	1.73					
Preactivity	Secondary	2.41	.27	BG	.542	.181	.451	----
	Diploma	2.48	.59	WG	22.832	.401		
	Bachelor	2.63	.74					
	Master	2.64	.92					
Entrepreneurial orientation	Secondary	2.34	.28	BG	2.629	.876	1.300	-----
	Diploma	2.50	.69	WG	38.417	.674		
	Bachelor	2.79	.98					
	Master	2.96	1.39					
Entrepreneurial orientation	Secondary	2.52	.24	BG	1.020	.340	.908	-----
	Diploma	2.62	.43	WG	21.352	.375		
	Bachelor	2.77	.77					
	Master	3.00	.99					

* $P < .05$; ** $P < .01$; *** $P < .001$

Table : One-way ANOVA analysis of Population cultural perceptions and values toward Entrepreneurship and it's domains:

Field	Class	Mea n	SD	Source of Variance	SS	MS	F	LSD post hoc multiple comparison
Uncertainty Avoidance	1-5 workers	2.24	.44	BG	.213	.106	4.398*	11-15 > 6-10 11-15 > 1-5
	6-10 workers	2.39	.63	WG	12.408	.214		
	11-15 workers	2.17	.34					
Power distance	1-5 workers	2.36	.42	BG	.703	.351	4.538*	11-15 > 6-10 11-15 > 1-5
	6-10 workers	2.31	.46	WG	10.363	.179		
	11-15 workers	2.71	.37					
Individuality	1-5 workers	2.99	.82	BG	2.011	1.005	5.255*	11-15 > 6-10
	6-10 workers	2.56	.80	WG	41.717	.719		
	11-15 workers	3.25	1.13					
Masculinity	1-5 workers	2.99	.66	BG	1.351	.676	5.255*	11-15 > 6-10
	6-10 workers	2.89	.49	WG	24.436	.421		
	11-15 workers	3.46	.80					
Population cultural perceptions	1-5 workers	2.65	.38	BG	.481	.241	5.255*	11-15 > 6-10
	6-10 workers	2.53	.32	WG	8.625	.149		
	11-15 workers	2.90	.49					

* $P < .05$; ** $P < .01$; *** $P < .001$

Table : One-way ANOVA analysis of Entrepreneurial orientation among Palestinian women and it's domains:

Field	Class	Mean	SD	Source of Variance	SS	MS	F	LSD post hoc multiple comparison
Risk	1-5 workers	2.40	.45	BG	1.621	.810	4.398*	11-15 > 6-10 11-15 > 1-5
	6-10 workers	2.24	.28	WG	10.686	.184		
	11-15 workers	2.89	.43					
Flexibility	1-5 workers	2.85	.75	BG	4.986	2.493	5.255*	11-15 > 6-10
	6-10 workers	2.62	.54	WG	31.864	.549		
	11-15 workers	3.73	.89					
Innovation	1-5 workers	2.88	1.01	BG	9.572	4.786	5.255*	11-15 > 6-10

	6-10 workers	2.56	.36	WG	52.825	.911		11-15 > 1-5	
	11-15 workers	4.10	1.06						
Preactivity	1-5 workers	2.50	.56	BG	3.666	1.833	5.394*	11-15 > 6-10	
	6-10 workers	2.27	.30	WG	19.708	.340		*	11-15 > 1-5
	11-15 workers	3.24	1.01						
Fierce Competition	1-5 workers	2.58	.81	BG	3.950	1.975	3.088		
	6-10 workers	2.31	.26	WG	37.095	.640			-----
	11-15 workers	3.33	1.21						
Entrepreneurial orientation	1-5 workers	2.64	.57	BG	4.405	2.203	7.111*	11-15 > 6-10	
	6-10 workers	2.40	.24	WG	17.967	.310		*	11-15 > 1-5
	11-15 workers	3.46	.73						

* $P < .05$; ** $P < .01$; *** $P < .001$