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The contribution of entrepreneurship to creating shared value: A field study of Royal Mondial Company in Algeria

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Abstract---This study aimed to analyze the impact of entrepreneurship as a tool for enhancing shared value and to explore its ability to achieve sustainable economic growth while considering the social dimension within the Algerian business environment. The study adopted a descriptive-analytical approach, utilizing a questionnaire as the primary data collection tool. A total of 40 questionnaires were distributed, with 34 successfully retrieved and analyzed using SPSS to measure the impact and identify relationships between study variables. The findings revealed a statistically significant impact relationship between entrepreneurship and the creation of shared value, confirming that adopting an entrepreneurial mindset enhances an organization's ability to balance economic gains with social benefits, thereby contributing to sustainable development efforts. Therefore, the study recommends that organizations adopt innovative entrepreneurial strategies focused on sustainable development that benefit both the company and society while ensuring business sustainability in an evolving competitive environment.

Keywords---Entrepreneurship, Shared Value Creation, Economic Value, Social Value, Corporate Social Responsibility.

JEL Classification: C83, L26, M14.

Introduction

The business environment faces increasing challenges due to economic complexities, globalization, and continuous transformations in external conditions. This necessitates that organizations adopt innovative strategies to keep pace with rapid developments. To overcome these challenges, there is an urgent need to implement new work methods based on creativity and the exploitation of opportunities, even those carrying calculated risks, to enhance competitiveness and market distinction. In this context, entrepreneurship has emerged as an effective tool for addressing these changes, gaining increased attention in Arab countries among both individuals and institutions, with government support facilitating the entry of startups into markets.

However, the primary focus has remained on profit maximization and increased productivity, often neglecting environmental and social challenges. This oversight has led to issues such as resource depletion, pollution, and rising global warming levels, negatively impacting the balance between economic and social objectives. Consequently, the concept of shared value creation has emerged as an approach that integrates social and economic interests into a unified strategy, where social values become a driver of institutional growth rather than an additional burden.

Amid recurring economic crises, including the COVID-19 pandemic, reconsidering traditional work methods has become essential. There is a need for practices that ensure the sustainability of institutional operations while taking social and environmental dimensions into account. Thus, entrepreneurship can be considered an effective means to reshape the role of organizations, enabling them to balance economic and social aspects.

1.1 Research Problem:

Based on this premise, the study aims to answer the following question:
To what extent does Royal Mondial in Algeria contribute to shared value creation through entrepreneurial adoption?

To address this main research problem, the following sub-questions were formulated:

- Is there a statistically significant effect of variables (risk-taking, creativity and innovation, initiative, and opportunity exploitation) on shared value creation within the studied organization?
- Is there a statistically significant impact of entrepreneurship, in general, on shared value creation within the studied organization?
- Are there statistically significant differences at the significance level ($\alpha \leq 0.05$) in the study sample's responses regarding the impact of entrepreneurship on shared value creation based on personal variables (gender, age, educational qualification, and years of experience) within the studied organization?

1.2 Research Hypotheses:

To answer the research problem, the following hypotheses will be tested:

- There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of variables (risk-taking, creativity and innovation, initiative, and

opportunity exploitation) on shared value creation in the studied organization.

- There is no statistically significant impact of entrepreneurship on shared value creation in the studied organization.
- There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the study sample's responses regarding the impact of entrepreneurship on shared value creation attributed to personal variables (gender, age, educational qualification, and years of experience) within the studied organization.

1.3 Research Objectives:

The study aims to achieve the following objectives:

- Examine the concept of entrepreneurship and its theoretical and practical dimensions.
- Evaluate the adoption of the shared value creation model by Algerian organizations.
- Analyze the role of entrepreneurship in achieving economic and social value in the studied organization.
- Identify the most influential entrepreneurial dimensions in enhancing shared value.

1.4 Literature Review:

Numerous studies have explored the role of entrepreneurial thinking in shared value creation, viewing entrepreneurship as a key driver of innovation and sustainable development. Some of the aspects covered in these studies can be summarized as follows:

- **Marcelo Royo-Vela and Jonathan Cuevas Lizama (2022), "Creating Shared Value: Exploration in an Entrepreneurial Ecosystem"**, Journal of Sustainability, 14(14), 8505,p.23:

This study examines the concept of Creating Shared Value (CSV) within the entrepreneurial ecosystem, aiming to understand how clustered companies perceive and implement this concept, as well as identifying its influencing factors and outcomes. Through a single case study, the research found that the entrepreneurial environment provides a favorable framework for shared value creation, as companies benefit from resources and skills that enhance their growth, increase their competitiveness and innovation, and contribute to the economic, social, and environmental development of stakeholders.

- **Hamid Khurshid and Robin Stanley Snell (2021), "Examining Mechanisms for Creating Shared Value by Asian Firms"**, Journal of Business Research, Vol. 129, Issue C, pp. 122-133:

This study explores Creating Shared Value (CSV) initiatives related to remote work, analyzing different models implemented by two multinational corporations (MNCs) and three small and medium-sized enterprises (SMEs). The research focuses on motivations, resource acquisition mechanisms, and utilization methods.

Difference Between CSV and CSR: While CSV aims to generate economic profits alongside social and environmental benefits, Corporate Social

Responsibility (CSR) primarily focuses on social impact without a direct link to economic returns.

The study revealed that most CSV projects generated significant economic value for external beneficiaries, reinforcing their role as an effective tool for sustainable development.

- **Piotr Wójcik (2016), "How Creating Shared Value Differs from Corporate Social Responsibility",** Journal of Management and Business Administration. Central Europe, Vol. 24, No. 2, pp. 32-55:

This study provides arguments revealing that understanding the differences between the notions of CSV and CSR requires adopting the concepts of economic and social value. The study therefore bridges the gap in theory in this respect and outlines a preliminary conceptual basis for CSV analysis. It is expected that the findings of this study will serve as a reliable basis for further discussion and CSV concept development. These studies highlight the importance of Creating Shared Value (CSV) as a novel concept that fosters innovation, social responsibility, and business ethics, with a focus on achieving sustainable economic and social benefits.

1.5 Research Methodology:

To address the research problem, the **descriptive-analytical approach** will be adopted, as it is the most suitable for understanding and analyzing concepts related to **entrepreneurship and shared value creation**. This will be done by analyzing survey data using **SPSS 25** to study the case of **Royal Mondial in Algeria**, examining the state of entrepreneurship within the company and its role in achieving shared value. The analysis will also help derive findings and provide recommendations based on the opinions of the study sample.

2. Discussion of the Problem and Theoretical Background:

Since gaining independence, Algeria has undergone significant economic transformations. Initially, it relied on large public enterprises and industrial conglomerates, supported by high oil prices. However, the global oil crisis, which led to a sharp drop in prices, forced Algeria to explore alternative strategies to diversify its economy and reduce its reliance on oil revenues. One of these strategies was the restructuring of large industrial enterprises into smaller, more flexible entities, with a strong emphasis on promoting entrepreneurship and supporting **startups**.

In this context, adopting **innovative solutions** has become essential for achieving development goals, as entrepreneurship plays a vital role in **economic and social progress**. One of the modern concepts in this field is **shared value creation**, which is seen as an effective tool for sustainable development. This approach aims to **integrate profit-making with social responsibility**, making it an ideal method for meeting the needs of both businesses and society.

Michael Porter and Mark Kramer introduced the concept of shared value (Porter, 1996; Porter & Kramer, 1999) in the context of redefining the relationship between business and society. In their first study, "The New Philanthropy Agenda: Creating Value" (1999), they emphasized the strategic role of charitable

organizations in achieving a greater impact. They argued that businesses should adopt an approach that blends profit-oriented thinking with social responsibility to maximize outcomes.

In 2006, Porter and Kramer (Porter & Kramer, 2006) further emphasized the importance of public-private collaboration, advocating for an integrated model that eliminates the trade-off between profit generation and social responsibility. They argued that businesses should not be viewed merely as profit-making entities but also as drivers of positive societal change by:

- Reducing unemployment,
- Boosting economic growth,
- Addressing inflation,
- Introducing innovations that support development.

In this sense, shared value creation is considered a modern strategic model that redefines the role of businesses, ensuring a balance between economic interests and social responsibilities, making companies key partners in achieving sustainable and inclusive development.

2.1 The Economic Role of Entrepreneurship:

Entrepreneurship is a cornerstone of national economies. In the United States, statistics show that approximately 98% of businesses, out of 21 million, fall under entrepreneurial ventures (Al-Joudi, 2015, p. 39). These businesses operate across various economic sectors, with a notable focus on trade and services. Some of their key economic roles include:

- Providing new products and services using innovative technologies and methods, facilitating knowledge transfer and improving efficiency.
- Having a significant impact across various sectors, especially manufacturing industries and other economic activities (Al-Miqdad, 2011, p. 19).
- Contributing to GDP growth and employment rates through the creation and expansion of SMEs.
- Improving the trade balance by increasing domestic production, reducing reliance on imports, and expanding exports, thus attracting foreign currency.
- Encouraging household and individual savings, thereby boosting private capital and stimulating investment in new ventures.
- Exploiting available opportunities to create new markets, expand the customer base, and introduce innovative supply and demand mechanisms for products and services.
- Enhancing resource utilization and increasing productivity across various economic activities, supporting sustainable growth.

Thus, entrepreneurship serves as a driving force for both economic and social development, combining creativity, innovation, and opportunity exploitation to stimulate progress and financial stability.

2.2 The Social Role of Entrepreneurship:

Entrepreneurship is a fundamental driver of societal progress, as entrepreneurs significantly contribute to job creation and meeting diverse consumer needs. With

growing societal expectations regarding the impact of economic activities on the environment and social aspects, businesses are increasingly required to foster an entrepreneurial spirit of innovation, even when providing services of public benefit.

Entrepreneurial activities are characterized by their relatively low costs due to their reliance on creativity and perseverance, making them an effective means of addressing social challenges. Additionally, entrepreneurs demonstrate a deep awareness of their local environment's needs, enabling them to introduce technologies and solutions tailored to their communities. This includes technology transfer and process modernization that serve societal interests.

Entrepreneurship highlights its importance through its positive impact on living standards and its ability to balance innovation with social improvements, making it one of the key pillars of sustainable development (Lafqir, 2017, p. 19).

2.3 Creating Shared Value (CSV):

Creating Shared Value (CSV) is a management concept developed by Michael E. Porter and Mark R. Kramer in 2011. It refers to policies and practices that enhance a company's competitiveness while simultaneously improving the economic and social conditions of the communities in which it operates. This approach aims to link a company's success to societal well-being, ensuring that performance is not solely measured by profitability but also by sustainable economic and social benefits (Porter, M. E., & Kramer, M. R., 2011, pp. 66-77).

Creating Shared Value revolves around three key pillars:

- Reconceiving Products and Markets – Meeting societal needs in profitable ways.
- Redefining Productivity in the Value Chain – Enhancing operational efficiency and sustainability.
- Enabling Local Cluster Development – Improving infrastructure, training, and supporting the local community.

By applying the CSV concept, businesses have the opportunity not only to generate financial profits but also to play a crucial role in improving the quality of life in communities. This leads to an integrated development model that benefits all stakeholders.

2.4 Measuring Shared Value in Enterprises:

Since shared value represents the intersection of economic and social goals, evaluating its outcomes is essential to ensure the desired balance between these two aspects. The success of shared value depends on an enterprise's ability to provide tangible evidence demonstrating the relationship between economic activities and social responsibility. With investor support, economic and social benefits can be enhanced, scaled, and integrated into a comprehensive strategic framework.

Although no standardized measurement tool exists, various attempts to assess shared value reflect differing methodologies and perspectives. The measurement process follows a continuous cycle of four key steps aimed at improving the

assessment of economic and social activities, thereby fostering greater integration between them (J. R., p. 24).

This approach underscores the importance of developing innovative measurement tools that enable businesses to effectively and sustainably achieve their shared objectives through a structured and systematic process.

A. Identifying Target Social Issues:

The process begins with the organization prioritizing social needs that are directly linked to its core activities. These issues are ranked based on the opportunities they present, whether in terms of increasing profits or reducing costs. This helps identify areas that achieve a balanced impact between economic and social returns.

B. Conducting a Feasibility Study:

An assessment is conducted to determine how integrating social problem-solving can enhance the organization's competitive advantage. This includes designing a business model aligned with the identified social objective, followed by a decision on whether to proceed or halt the initiative. Addressing social issues becomes an integral part of the organization's overall strategy.

C. Tracking Progress:

Regular monitoring is carried out to evaluate progress against predefined goals. This allows the organization to measure how close it is to achieving shared value.

D. Measuring Outcomes and Creating New Value:

Results are assessed based on the established objectives. If the targets are met, strategies are developed to maximize benefits and expand the initiative to additional areas. In cases where gaps exist, an analysis is conducted to identify the causes, followed by redesigning the program to address shortcomings and ensure future success.

These steps enhance the organization's ability to create a positive and integrated impact, combining economic profitability with social responsibility while ensuring sustainable outcomes and expanded benefits.

2.5 The Shared Value Creation Model:

Creating shared value represents the intersection of economic and social benefits, serving as a dual outcome that meets social needs and improves quality of life while simultaneously achieving the organization's economic objectives (Mohamed, 2020, p. 48). This model integrates both values to fulfill societal demands and maximize economic returns, reflecting a strategy that merges profitability with social responsibility. As illustrated in the following figure:

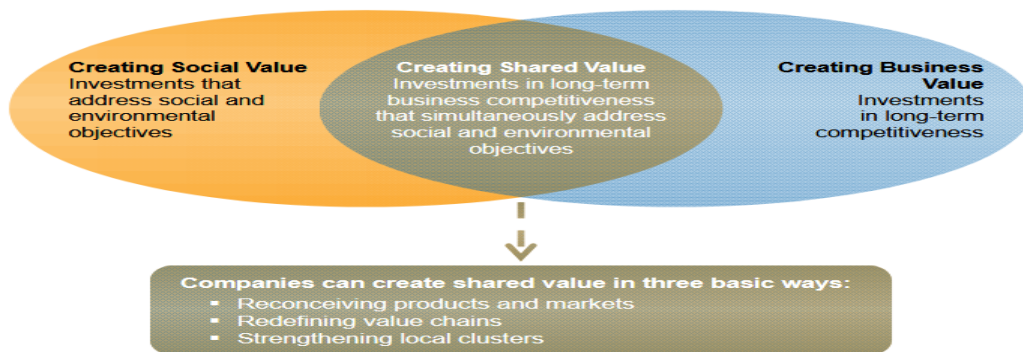


Figure No. (01): Shared Value Creation Model

Source: Valerie Bockstette, Mike Stamp, *"Creating SHARED VALUE: A How-to Guide for the New Corporate (R)evolution,"* FSG, 2011, p. 4.

The figure above illustrates the Shared Value Creation (CSV) model as a strategic framework that integrates economic development with social impact, ensuring sustainable profitability through addressing societal challenges. The diagram highlights the intersection between economic and social values, demonstrating how businesses benefit from an improved operational environment while society gains from innovative and sustainable solutions. This model reflects how enterprises can enhance their competitiveness by investing in community development, leading to a synergistic relationship that creates mutual benefits for all stakeholders.

3. Methodology and Tools Used in the Study:

Given the importance of statistical methods and selecting the most appropriate ones to achieve the study's objectives and analyze the available data, we employed a set of statistical techniques using the Statistical Package for the Social Sciences (SPSS). The statistical methods used include:

- Frequencies and percentages to describe the personal characteristics of the study sample and determine participants' responses to the study variables.
- Pearson correlation coefficient to analyze relationships between variables.
- Cronbach's alpha coefficient to measure reliability.
- Analysis of variance (ANOVA) to assess differences in responses among participants.

3.1 Study Tools:

To achieve the study's objectives, align with the adopted methodology, and account for contextual constraints, we selected a questionnaire as the most suitable tool, given the challenges of using other methods such as personal interviews. The questionnaire was designed based on key foundations, including the study objectives, independent and dependent variables, and insights from previous research.

Table No. (01): Distribution and Validity of Questionnaires for Analysis

Questionnaire Distribution	Count	Percentage
Total distributed questionnaires	40	100%
Returned questionnaires	34	85%
Valid questionnaires for study	34	85%
Invalid questionnaires	0	0%

Source: Prepared by the researchers based on SPSS 25 outputs.

A. Study Variables:

- **Independent Variable:** Entrepreneurship (*Risk-taking, Creativity & Innovation, Excellence, Initiative, Opportunity Seizing*).
- **Dependent Variable:** Creating Shared Value (*Economic Value Creation – Social Value Creation*).

B. Response Levels:

To facilitate data analysis and obtain accurate results, we adopted a five-point Likert scale to assess employee orientations. Respondents were instructed to mark (X) next to the answer that best reflected their opinion, based on the following criteria:

- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree

C. Questionnaire Reliability:

To measure the reliability of the study instrument, we used Cronbach's Alpha for each dimension and for the entire questionnaire.

Table No. (02): Cronbach's Alpha Reliability Coefficient for Study Dimensions and Overall Questionnaire

Dimensions	Number of Items	Cronbach's Alpha
Entrepreneurship	22	0.937
Shared Value Creation	17	0.912
Both Variables Combined	39	0.960

Source: Prepared by the researchers based on SPSS 25 outputs.

From the table above, we observe that all three reliability coefficients for the variables are exceptionally high, exceeding 0.9 and approaching 1. The overall Cronbach's Alpha for the questionnaire is 0.960, indicating excellent reliability, making it a highly dependable instrument for the study.

2.3 Study Population and Sample:

A. Study Population:

Royale Mondiale, an Algerian company, employs 45 workers and is part of the Royale Mondiale Group, which also has a branch in Tozeur, Tunisia, with 20 employees. Both branches belong to the same owner and operate in the same industry.

As part of its development strategy, the group established a local factory in 2017 to produce essential raw materials instead of importing them from Turkey. This move allowed the company to supply both its Algerian and Tunisian branches, as well as other national companies relying on these materials in their production processes. However, this study focuses exclusively on Royale Mondiale in Algeria.

Founded in 2000, the company is the leading local and second-largest nationally in its field. It was a pioneer in adopting Polyvinyl Chloride (PVC), a widely used industrial plastic material, strengthening its market leadership in Algeria.

B. Study Sample:

Selecting a representative sample is crucial in research to ensure accurate reflection of the broader population, especially when studying the entire population is impractical.

For this study, the research population consists of Royale Mondiale in Algeria. To ensure adequate representation, 40 questionnaires were distributed among employees from different categories, with 34 valid responses received, yielding a response rate of 85%, which is statistically acceptable for enhancing the reliability of the study's findings.

The questionnaire includes demographic and professional attributes such as (gender, age, years of experience, and educational background). These variables help in precisely analyzing the results and understanding how they influence the study topic. Additionally, this demographic and professional data aids in addressing sub-research questions, ensuring a comprehensive interpretation of the findings. The analysis of the target sample will provide accurate insights that support the study's objectives.

4. Hypothesis Testing:

After analyzing the initial questionnaire data, this study will test the validity of its hypotheses by determining their acceptance or rejection using appropriate statistical methods.

4.1 Testing the First Main Hypothesis:

Hypothesis Statement:

"There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of risk-taking on creating shared value in the studied company."

To test this hypothesis, a simple linear regression model was used to analyze the role of risk-taking in creating shared value, according to the following equation:

$$y_i = B_0 + B_1 x_i + \varepsilon_i$$

Where:

- y_i represents **shared value creation**.
- B_0 is the **intercept**.
- B_1 is the **coefficient of the independent variable (risk-taking)**.
- x_i represents **risk-taking**.
- ε_i represents the **random error term**.

Table No. (03): Results of Testing the First Main Hypothesis

B	T	Significance (Sig)	Level F	Significance (Sig)	Level R	R ²
Constant	1.78	3.46	0.000	18.38	0.000	0.60
Risk-taking	0.55	4.28	0.002			

Source: Prepared by the researchers based on SPSS 25 outputs.

The results in the table above indicate a **moderate correlation** between risk-taking and shared value creation in *Royale Mondiale* in Algeria, with a correlation coefficient (**R**) of **0.60**. The coefficient of determination (**R² = 0.36**) shows that **risk-taking explains 36% of the variance** in shared value creation, while the remaining variance is likely attributed to other factors such as innovation, management strategies, and the organizational environment.

From a statistical perspective, the **p-value (Sig) for the estimated coefficient is ≤ 5%**, indicating that the impact of risk-taking on shared value creation is statistically significant. Additionally, the Fisher test confirmed that the **p-value for the overall model was also ≤ 5%**, reinforcing the reliability of the relationship between the variables.

Based on these findings, the regression equation is expressed as follows:

$$\hat{y}_i = 3.46 + 0.55x_i$$

Where:

- $\hat{y}_i$ represents shared value creation.
- x_i represents risk-taking.

This equation suggests that an increase of one unit in risk-taking is expected to raise shared value creation by 0.55 units, highlighting the positive effect of risk-taking on enhancing shared value within the company. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming that risk-taking has a significant and positive impact on shared value creation in *Royale Mondiale*.

2.4. Testing the Second Main Hypothesis

Hypothesis Statement: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of creativity, innovation, and excellence on shared value creation in the studied company. To examine this relationship, simple linear regression analysis was conducted to assess the effect of creativity, innovation, and excellence on shared value creation.

Table No. (04): Results of Testing the Second Main Hypothesis

B	T	Significance Level (Sig)	F	Significance Level (Sig)	R	R²
Constant	0.51	1.07	0.291	52.88	0.000	0.78
Creativity, Innovation, and Excellence	0.83	7.27	0.000			

Source: Prepared by the researchers based on SPSS 25 outputs.

The results presented in the table above indicate a **strong and positive correlation** between the variables **creativity, innovation, and excellence** on one hand and **shared value creation** on the other, with a correlation coefficient of (**R = 0.78**). This suggests that **higher levels of creativity, innovation, and excellence within the company significantly contribute to enhancing shared value creation**.

Furthermore, the **p-value (Sig) for the estimated coefficient is $\leq 5\%$** , confirming that the impact of creativity, innovation, and excellence on shared value creation is **statistically significant**. This supports the **validity of the second main hypothesis of the study**.

Additionally, the **coefficient of determination ($R^2 = 0.62$)** indicates that **62% of the variation in shared value creation is explained by changes in creativity, innovation, and excellence levels**, while the remaining **38% is attributed to other factors not examined in this model**. The **Fisher test value ($F_c = 52.88$) at a 5% significance level** reinforces the acceptance of the model as **statistically significant**, further validating the relationship between the variables.

Based on these findings, the estimated **regression equation** is expressed as follows:

$$\hat{y}_i = 0.51 + 0.83X_i$$

Where:

- $\hat{y}_i$ represents shared value creation.
- X_i represents creativity, innovation, and excellence.

The results indicate that an increase of one unit in creativity, innovation, and excellence is associated with an expected increase of 0.83 units in shared value creation. Based on these findings, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming that these factors have a significant and positive impact on shared value creation within the company.

This effect serves as evidence supporting the second hypothesis, emphasizing the crucial role of creativity, innovation, and excellence in enhancing and developing organizational performance. These factors contribute to achieving sustainable growth and fostering economic and social integration.

3.4. Testing the Third Main Hypothesis

Hypothesis Statement: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of initiative-taking on shared value creation in the studied company. To examine this relationship, simple linear regression analysis was conducted to assess the effect of initiative-taking on shared value creation.

Table No. (05): Results of Testing the Third Main Hypothesis

B	T	Significance (Sig)	Level F	Significance (Sig)	Level R	R²
Constant	2.01	8.57	0.000	72.89	0.000	0.83
Initiative-taking	0.52	8.53	0.000			

Source: Prepared by the researchers based on SPSS 25 outputs.

The statistical analysis results indicate a strong and positive correlation between initiative-taking and shared value creation within the company. The correlation coefficient ($R = 0.83$) suggests that an increase in initiative-taking is significantly associated with a rise in shared value creation.

The coefficient of determination ($R^2 = 0.69$) reveals that 69% of the variation in shared value creation is explained by changes in initiative-taking levels, while the remaining 31% is attributed to other factors not included in the model.

Furthermore, the p-value for the estimated coefficient at a 5% significance level confirms the statistical significance of the impact of initiative-taking on shared value creation. The F-test value ($F = 72.89$) at a significance level of 0.000 supports the overall significance of the regression model, reinforcing the reliability of the relationship between the two variables.

Based on these findings, the regression equation is expressed as follows:

$$\hat{y}_i = 2.01 + 0.52X_i$$

Where:

- $\hat{y}_i$ represents initiative-taking.
- X_i represents shared value creation.

The results indicate that an increase in initiative-taking significantly and positively contributes to enhancing shared value creation within the company. Accordingly, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming the crucial role of initiative-taking in supporting and developing shared value creation and enhancing overall organizational performance.

4.4. Testing the Fourth Main Hypothesis

Hypothesis Statement: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of opportunity-seizing on shared value creation in the studied company.

To examine this relationship, simple linear regression analysis was conducted to assess the effect of opportunity-seizing on shared value creation.

Table No. (06): Results of Testing the Fourth Main Hypothesis

B	T	Significance Level (Sig)	F	Significance Level (Sig)	R	R²
Constant	1.32	3.07	0.004	38.79	0.000	0.74
Opportunity-Seizing	0.64	6.22	0.000			

Source: Prepared by the researchers based on SPSS 25 outputs.

The results presented in the table above indicate a strong and positive correlation between the variable opportunity-seizing and shared value creation in the studied company, with a correlation coefficient of ($R = 0.74$).

The coefficient of determination ($R^2 = 0.54$) reveals that 54% of the variation in shared value creation can be explained by changes in opportunity-seizing levels, while the remaining 46% is attributed to other factors not included in the model. This reflects the significant positive impact of opportunity-seizing on the process of shared value creation.

Moreover, the F-test value (38.79) at a significance level of 0.000 confirms the statistical significance of the regression model, reinforcing the reliability of the relationship between the two variables. Based on these findings, the regression equation can be expressed as follows:

$$\hat{y}_i = 1.32 + 0.64X_i$$

Where:

- $\hat{y}_i$ represents **shared value creation**.
- X_i represents **opportunity-seizing**.

These results indicate that an increase of one unit in opportunity-seizing is expected to lead to a 0.64-unit increase in shared value creation, reflecting the significant positive impact of this factor. Accordingly, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, statistically confirming that opportunity-seizing plays a crucial role in enhancing shared value creation within the organization.

Testing the Fifth Main Hypothesis:

Hypothesis Statement: There is no statistically significant effect of entrepreneurship on shared value creation in the studied company.

Table No. (07): Results of Testing the Fifth Main Hypothesis

B	T	Significance Level (Sig)	F	Significance Level (Sig)	R	R²
Constant	0.086	0.36	0.000	268.05	0.000	0.945
Entrepreneurship	0.957	16.37				

Source: Prepared by the researchers based on SPSS 25 outputs.

The results in the table above indicate a very strong and positive correlation between entrepreneurship and shared value creation in the studied company, with a correlation coefficient of ($R = 0.945$).

Furthermore, regression analysis confirms the statistical significance of this relationship, as the F-test value (268.05) at a significance level of 0.000 is less than 0.05, demonstrating the reliability of the statistical model.

The coefficient of determination ($R^2 = 0.893$) reveals that 89.3% of the variation in shared value creation is explained by changes in entrepreneurship levels, while the remaining 10.7% is attributed to other factors not included in the model. This highlights the strong influence of entrepreneurship in promoting shared value creation.

Based on these findings, the estimated regression equation is formulated as follows:

$$\hat{y}_i = 0.086 + 0.957X_i$$

Where:

$\hat{y}_i$ represents the shared value, and X_i represents entrepreneurship.

The results indicate that an improvement in the level of entrepreneurship by one unit leads to an expected increase of 0.957 units in the creation of shared value within the organization. Based on this, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming a significant impact of entrepreneurship on the creation of economic and social value. These findings highlight the pivotal role of entrepreneurship in enhancing shared value creation, which necessitates supporting and encouraging an entrepreneurial spirit within the organization to ensure sustainable development in the long term.

6.4. Testing the Sixth Main Hypothesis:

Hypothesis Statement:

There are no statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on personal data (gender, age, educational qualification, years of experience).

To test this hypothesis, the following methods were used:

A- Two-Independent Sample T-Test:

This test is used to determine whether there are statistically significant differences between the means of two independent groups of data. If the p-value (P-Value) exceeds the significance level of 0.05, the null hypothesis (H_0) is

accepted, meaning that the means of the two groups are equal and there are no significant differences between them. However, if the p-value is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis (H_1) is accepted, indicating statistically significant differences between the two groups, meaning that the difference is not due to chance.

B- One-Way ANOVA Test:

This test is used to determine whether there are statistically significant differences among three or more means. If the p-value (P-Value) is greater than the significance level of 0.05, the null hypothesis (H_0) is accepted, meaning that the means of the groups are equal and there are no significant differences among them. However, if the p-value is less than or equal to 0.05, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, indicating statistically significant differences among the groups, which means that the differences are not due to chance.

Hypotheses:

1. **Null Hypothesis (H_0):** There are no statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on personal data (gender, age, educational qualification, job level, and seniority) in the studied organization.
2. **Alternative Hypothesis (H_1):** There are statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on personal data (gender, age, educational qualification, job level, and seniority) in the studied organization.

First: Testing the First Sub-Hypothesis of the Sixth Main Hypothesis Hypothesis Statement:

There are no statistically significant differences at a significance level of ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the gender variable in the studied organization.

To test this hypothesis, we used the Two-Independent Sample T-Test since gender consists of only two categories (male – female). The null hypothesis is accepted if the p-value is greater than the significance level of 0.05, while it is rejected, and the alternative hypothesis is accepted if the p-value is less than or equal to the significance level of 0.05.

Table (08): Results of the Two-Independent Sample T-Test by Gender Variable

Variable Dimension		Gender Frequency Mean T			Significance Level
Gender	Risk-taking	Male	28	3.97	0.57
		Female	06	3.77	0.45
	Creativity &	Male	28	4.11	0.37
				0.54	

Variable Dimension	Gender	Frequency	Mean	T	Significance Level
Innovation	Female	06	4.25		
Initiative	Male	28	3.72	0.00	0.99
	Female	06	3.72		
Opportunity Seizing	Male	28	4.06	0.68	0.41
	Female	06	4.30		
Shared Value	Male	28	3.94	0.22	0.64
	Female	06	4.06		
All Dimensions	Male	28	3.97	0.029	0.86
	Female	06	4.01		

Source: Prepared by the researchers based on SPSS 25 outputs.

The previous table shows that the T-value for all dimensions is 0.029, and the p-value is 0.86, which is greater than the significance level of 0.05. As a result, the null hypothesis is accepted, indicating that there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the gender variable in the Royal institution in Algeria.

Second: Testing the Second Sub-Hypothesis of the Sixth Main Hypothesis Hypothesis Statement:

There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the age variable in the studied institution.

To test the second sub-hypothesis, the One-Way ANOVA test was used because the age variable consists of four categories. The null hypothesis is accepted if the p-value is greater than the significance level of 0.05. Otherwise, if the p-value is less than or equal to 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table (09): Results of One-Way ANOVA Test by Age Variable

Variable	Dimension	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
Age	Risk-taking	Between Groups	0.70	3	0.23	0.64	0.59
		Within Groups	11.03	30	0.36		
	Creativity & Innovation	Between Groups	0.90	3	0.32	1.23	0.31

Variable	Dimension	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
Initiative		Within Groups	7.85	30	0.26	0.19	0.89
		Between Groups	0.487	3	0.16		
Opportunity Seizing		Within Groups	24.43	30	0.81	1.47	0.24
		Between Groups	1.68	3	0.56		
Shared Value		Within Groups	11.37	30	0.37	0.62	0.59
		Between Groups	0.57	3	0.19		
		Within Groups	9.27	30	0.30		
All Dimensions			0.63		0.60		

Source: Prepared by the researchers based on SPSS 25 outputs.

The previous table shows that the F-value for all dimensions is 0.63, and the p-value is 0.60, which is greater than the significance level of 0.05. As a result, the null hypothesis is accepted, indicating that there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the age variable in the studied institution.

Third: Testing the Third Sub-Hypothesis of the Sixth Main Hypothesis Hypothesis Statement:

There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the educational qualification variable in the studied institution.

Table (10): Results of One-Way ANOVA Test by Educational Qualification Variable

Variable	Dimension	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
Educational Qualification	Risk-taking	Between Groups	4.22	4	1.05	4.07	0.01
		Within Groups	7.5	29	0.25		
	Creativity &	Between	2.2	4	0.56	2.51	0.06

Variable	Dimension	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
	Innovation	Groups					
		Within Groups	6.5	29	0.22		
	Initiative	Between Groups	6.50	4	1.62	2.56	0.06
		Within Groups	18.41	29	0.63		
	Opportunity Seizing	Between Groups	2.65	4	0.66	1.84	0.14
		Within Groups	10.40	29	0.35		
	Shared Value	Between Groups	2.36	4	0.59	2.28	0.02
		Within Groups	7.48	29	0.25		
	All Dimensions		3.23		0.026		

Source: Prepared by the researchers based on SPSS 25 outputs.

To evaluate the third sub-hypothesis, a One-Way ANOVA test was used because the educational qualification variable consists of five categories. According to the test criteria, the null hypothesis (H_0) is accepted if the p-value is greater than the significance level (0.05), while it is rejected in favor of the alternative hypothesis (H_1) if the p-value is less than or equal to 0.05.

The results in the table show that the F-value for all dimensions is 3.23, while the p-value is 0.02, which is lower than the significance level of 0.05. Based on this, the null hypothesis, which states that there are no statistically significant differences between educational qualification categories, is rejected. This indicates the presence of significant differences between these categories.

Furthermore, at a significance level of 0.05, the study sample's responses regarding the contribution of entrepreneurship to shared value creation vary depending on the educational qualification variable in the studied institution. This implies that educational qualification is a significant factor influencing differences in perspectives on the role of entrepreneurship in creating shared value within the institution.

Fourth: Testing the Fourth Sub-Hypothesis of the Sixth Main Hypothesis **Hypothesis Statement:**

There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of

entrepreneurship to shared value creation based on the years of experience variable in the studied institution.

To test the fourth sub-hypothesis, a One-Way ANOVA test was used since the years of experience variable consists of four categories. The null hypothesis is accepted if the p-value is greater than the significance level of 0.05, while it is rejected in favor of the alternative hypothesis if the p-value is less than or equal to 0.05.

Table (11): One-Way ANOVA Test Results for the Years of Experience Variable

Variable	Dimension	Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
Years of Experience	Risk-taking	Between Groups	2.72	3	0.90	2.7	0.12
		Within Groups	9.01	30	0.30		
	Creativity & Innovation	Between Groups	2.86	3	0.95	1.14	0.34
		Within Groups	5.96	30	0.19		
	Initiative	Between Groups	3.10	3	1.03	1.20	0.32
		Within Groups	21.82	30	0.72		
	Opportunity Seizing	Between Groups	3.23	3	1.07	1.80	0.16
		Within Groups	9.82	30	0.32		
	Shared Value	Between Groups	1.50	3	0.50	1.79	0.16
		Within Groups	8.34	30	0.27		
	All Dimensions		2.64		0.06		

Source: Prepared by the researchers based on SPSS 25 outputs.

The table above shows that the F-value for all dimensions is 2.64, while the p-value is 0.06, which exceeds the adopted significance level ($\alpha \leq 0.05$). As a result, the null hypothesis is accepted, indicating that there are no statistically significant differences in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the years of experience variable in the studied institution. This suggests that years of experience do not significantly impact participants' evaluations of entrepreneurship's role in creating shared value.

Fifth: Testing the Fifth Sub-Hypothesis of the Sixth Main Hypothesis
Hypothesis Statement:

There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to shared value creation based on the job level variable in the studied institution.

To test the fifth sub-hypothesis, a One-Way ANOVA test was used since the job level variable consists of four categories. The null hypothesis is accepted if the p-value is greater than the significance level of 0.05, while it is rejected in favor of the alternative hypothesis if the p-value is less than or equal to 0.05.

Table (12): One-Way ANOVA Test Results for the Job Level Variable

Variable Dimension		Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F	Significance Level
Job Level	Risk-taking	Between Groups	2.01	3	0.67	3.01	0.04
		Within Groups	9.72	30	0.32		
	Creativity & Innovation	Between Groups	0.90	3	0.30	4.79	0.008
		Within Groups	7.91	30	0.26		
	Initiative	Between Groups	2.68	3	0.89	1.42	0.25
		Within Groups	22.24	30	0.74		
	Opportunity Seizing	Between Groups	1.99	3	0.66	3.28	0.03
		Within Groups	11.06	30	0.36		
	Shared Value	Between Groups	1.18	3	0.39	1.37	0.27
		Within Groups	8.66	30	0.28		
	All Dimensions		1.75		0.17		

Source: Prepared by the students based on SPSS 25 outputs.

The results indicate that the F-value for all dimensions is 1.75, while the p-value is 0.17, which exceeds the adopted significance level (0.05).

As a result, the null hypothesis is accepted, confirming that there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the responses of the study sample regarding the contribution of entrepreneurship to

shared value creation based on the job level variable in the studied institution. This suggests that the job level variable does not significantly impact participants' evaluations of entrepreneurship's role in creating shared value.

Conclusion

Royal Mondial is a leading institution in the field of entrepreneurship. The study results confirm that entrepreneurship plays a crucial role in creating shared value by positively impacting both social and economic value.

The study also highlights that the dimensions of entrepreneurship (risk-taking, creativity and innovation, initiative, and opportunity seizing) have a direct positive effect on shared value dimensions, reflecting their role in fostering growth and development within the institution.

Furthermore, the results demonstrate a statistically significant impact of entrepreneurship on the creation of economic and social value at a significance level of ($\alpha \leq 0.05$). This reinforces the importance of adopting an entrepreneurial approach within the institution to achieve sustainable development and added value.

On the other hand, the study found no statistically significant differences in the responses of the study sample regarding the impact of entrepreneurship on shared value creation based on demographic variables (gender, age, educational qualification, years of experience). This indicates that the influence of entrepreneurship on shared value creation is broad and applies to all individuals within the institution, regardless of these factors.

Recommendations:

Based on the study results, we propose the following recommendations:

- Continue activating and developing entrepreneurship and strengthening the entrepreneurial mindset within the institution to ensure innovation and sustainable growth.
- Develop products targeting low-income groups, aligning with the "bottom of the pyramid" concept, to achieve both economic and social value.
- Participate in specialized conferences and forums on entrepreneurship and shared value creation to stay updated on the latest trends and developments in the field.
- Enhance continuous training and development programs, focusing on research and innovation to support entrepreneurship within the institution.
- Reconsider social value as an investment domain rather than a cost, reinforcing the institution's sustainability and social responsibility.
- Provide incentives and training courses for employees to cultivate an entrepreneurial culture and keep pace with economic and technological transformations.
- Increase investment in social needs as a means of creating shared value by developing projects that serve the community while generating economic returns for the institution.

Adopting these recommendations will enable the institution to reinforce its leadership role in entrepreneurship and achieve a balance between profitability and social responsibility, contributing to shared value creation that benefits both the institution and society.

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