



The Contribution of Entrepreneurship to Developing Employees' Skills: A Case Study of the Saidal Corporation

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ABSTRACT

This study aimed to explore how entrepreneurship contributes to the development of employees' skills, considering employees as the strategic cornerstone of an organization's activities. Developing this resource is therefore regarded as key to achieving excellence and distinction. The study was conducted on the Saidal Corporation to examine the extent to which entrepreneurship contributes to enhancing employees' skills through the dimensions of entrepreneurship. A questionnaire was distributed to 98 executives within the organization. The collected data were analyzed using the statistical software (SPSS V25), employing various statistical methods, including descriptive statistical measures, among others. The study revealed that entrepreneurship contributes to skill development through strategic orientation, human resource management, and adaptability to market changes. These dimensions enable discussions of new ideas through dialogue, fostering the growth of employees' skills. The study concluded that there is a strong positive relationship between entrepreneurship and employee skill development, emphasizing that the process of skill enhancement relies on entrepreneurial practices. Consequently, it can be stated that developing employees' skills requires continuous entrepreneurship to achieve new capabilities.

Keywords: Entrepreneurship, Strategic Orientation, Human Resource Management, Market Adaptability, Employee Skill Development.

1. Introduction

Entrepreneurship is a fundamental driver of economic and social progress in societies, contributing to job creation, innovation, and skill development. The role of entrepreneurship in enhancing employees' skills is a pivotal dimension that supports sustainable success within organizations and bolsters their ability to adapt to evolving challenges. It provides a stimulating environment that enables individuals to acquire leadership skills, creative thinking, and innovative problem-solving approaches. Moreover, it encourages the development of technological capabilities and effective communication, thus enhancing efficiency and productivity. Adopting an entrepreneurial culture within organizations not only ensures economic success but also fosters the creation of resilient and exceptional teams capable of excelling in an ever-changing job market.

1.1 Problem Statement

Amid the rapid developments across various fields worldwide, entrepreneurship has become a cornerstone of economic and social growth. As its role expands, it is essential to explore its impact on developing employees' skills within organizations, whether in enhancing their competencies or preparing them to face diverse challenges. This problem stems from the need to understand the relationship between an entrepreneurial environment and employees' skills and whether it significantly contributes to improving both individual and organizational performance.

Does entrepreneurship contribute to enhancing employees' skills?

1.2 Research Questions

To address the main problem, the following sub-questions are proposed:

- Does the organization's strategic orientation facilitate employee skill development?

- Does effective human resource management promote employee skill development?
- Does adaptability to market changes contribute to developing employees' skills?

1.3 Research Objectives

The study of entrepreneurship in Algeria aims to achieve several objectives that contribute to strengthening the entrepreneurial ecosystem and advancing the national economy. These objectives include:

- Analyzing the entrepreneurial environment in Algeria, focusing on challenges and opportunities.
- Assessing awareness levels regarding the concept of entrepreneurship across different societal segments.
- Evaluating the role of entrepreneurship in job creation and reducing unemployment rates.
- Examining the effectiveness of educational curricula and programs in fostering an entrepreneurial culture.
- Identifying the training and development needs of entrepreneurs.

1.4 Significance of the Study

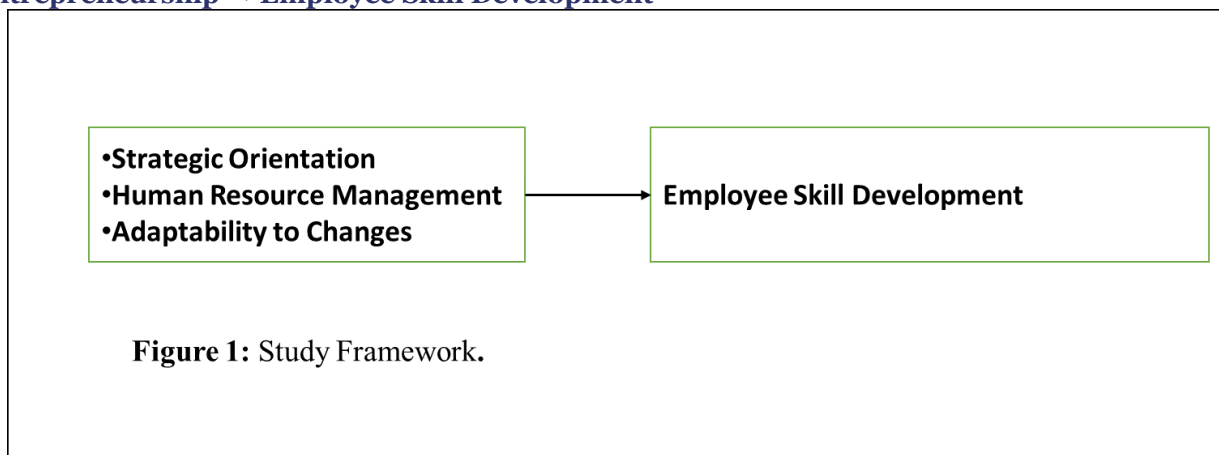
This study highlights the role of entrepreneurship in enhancing employee skills within Algerian organizations amidst the country's economic and social challenges. With the growing need to improve the competitiveness of Algerian institutions and achieve sustainable development, entrepreneurship emerges as a crucial strategy for fostering innovation and developing human capital.

The study's significance lies in:

- **Enhancing Human Competencies:** It showcases how entrepreneurship can serve as a tool for developing employee skills, including creative thinking, leadership, and problem-solving.
- **Supporting Economic Transformation:** The study's findings can help understand entrepreneurship's role in improving the performance of Algerian organizations, enabling them to adapt to global economic changes.
- **Promoting Innovation:** It emphasizes innovation as a key factor in boosting productivity, thereby improving the quality of products and services in both local and international markets.
- **Proposing Strategies:** The study offers recommendations for enhancing entrepreneurship within Algerian organizations.

1.5 Study Model

Entrepreneurship → Employee Skill Development



2-1 The Concept of Entrepreneurship

Entrepreneurship is the process of creating, developing, and managing business ventures with the aim of generating profit while taking on associated risks. This concept relies on innovation, whether by introducing new products or services or by improving processes and business models. Entrepreneurs act as the primary drivers of this process, combining opportunities, creativity, and resources to achieve success.

2-1-1 Definition of Entrepreneurship

Entrepreneurship is defined as the process of identifying new opportunities, gathering the necessary resources to exploit them, and establishing ventures or organizations aimed at delivering value to society or the market. This process is characterized by innovation, risk-taking, and operating in uncertain environments to achieve profit or socio-economic objectives.

Key definitions by prominent researchers include:

- **Joseph Schumpeter (1991, p. 74):** "Entrepreneurship is the process of innovation and the introduction of new products or services, leading to economic changes through what is termed creative destruction."

- **Peter Drucker (1985, p. 25):** "Entrepreneurship means exploiting available opportunities regardless of current resources."
- **Frank Knight (1921, p. 198):** "Entrepreneurship is the ability of an individual to bear risks and operate under uncertainty to achieve profits."
- **Israel Kirzner (1973, p. 20):** "Entrepreneurship is the process of discovering untapped opportunities and exploiting them to achieve profits."
- **Donald Kuratko (2016, p. 1):** "Entrepreneurship is a dynamic process that requires innovation, creativity, and resource organization to achieve economic and social goals."

Based on these definitions, entrepreneurship can be described as a proactive process driven by innovation and risk-taking. It aims to create economic and social value by identifying and effectively exploiting opportunities. The concept combines creative and executive thinking, encompassing the launch of new ventures or improving the performance of existing organizations to meet evolving market and societal needs.

2-1-2 Characteristics of Entrepreneurship

Entrepreneurship is one of the most significant factors driving economic growth and creating new job opportunities. It is characterized by a set of traits that make it a powerful force for change and innovation. These traits form the foundation of entrepreneurial success and contribute to achieving its goals. The main characteristics include:

- a) Innovation and Creativity:** Innovation is the core of entrepreneurship and involves introducing new ideas, products, or improving existing processes and services (Schumpeter, 1991, p. 77).
- b) Risk-Taking:** Entrepreneurship involves accepting and managing risks associated with uncertainty in markets or economic environments (Knight, 1921, p. 201).
- c) Opportunity Recognition and Exploitation:** Entrepreneurs excel at identifying untapped opportunities and effectively utilizing them (Kirzner, 1973, p. 22).
- d) Goal Orientation:** Entrepreneurs set clear objectives and work diligently to achieve them through strategic planning (Kuratko, 2016, p. 48).
- e) Independence:** Entrepreneurs make decisions autonomously and work independently to realize their vision (Drucker, 1985, p. 27).
- f) Flexibility and Adaptability:** The ability to quickly and effectively adapt to changes in economic or social environments (Stevenson, 1983, p. 11).
- g) Leadership and Organizational Skills:** Successful entrepreneurship requires leadership and organizational skills to motivate teams and manage resources efficiently (Goleman, 2000, p. 81).
- h) Passion and Self-Motivation:** Passion drives entrepreneurs to overcome challenges and move forward (Baron & Shane, 2007, p. 99).
- i) Scalability:** Entrepreneurial ventures aim for growth and expansion in local or global markets (Bygrave & Zacharakis, 2011, p. 126).

2-1-3 The Importance of Entrepreneurship

Entrepreneurship is a key driver of economic and social development, contributing to innovation, job creation, and economic growth. Below are the main aspects of its importance:

- a) Promoting Innovation:** Entrepreneurship fosters the development of new products and services and the improvement of processes, leading to market transformation and increased efficiency (Schumpeter, J., 1911, p. 68).
- b) Job Creation:** Entrepreneurial ventures create new job opportunities by establishing new businesses or expanding existing ones (Kuratko, D. F., 2016, p. 14).
- c) Stimulating Economic Growth:** Entrepreneurship enhances productivity and gross domestic product (GDP) by developing new industries and markets (Drucker, P., 1985, p. 38).
- d) Improving Quality of Life:** By offering innovative solutions to everyday challenges, entrepreneurship contributes to enhancing the quality of life for individuals and communities (Baron, R. A., & Shane, S. A., 2007, p. 128).
- e) Increasing Market Competitiveness:** Entrepreneurship strengthens market innovation and competition, providing better choices for consumers (Bygrave, W. D., & Zacharakis, 2011, p. 152).
- f) Supporting Sustainable Development:** Entrepreneurship encourages the creation of environmentally and socially sustainable projects, aligning with the goals of sustainable development (Stevenson, H. H., 1983, p. 20).
- g) Fostering Initiative:** Entrepreneurship inspires individuals to think creatively and take initiative, thereby promoting a culture of entrepreneurial work (Kirzner, I. M., 1973, p. 42).

2-1-4 Entrepreneurial Practices

Entrepreneurial practices are the activities and strategies adopted by entrepreneurs to successfully establish and manage their ventures. These practices vary depending on the type of project and market environment but share common aspects that contribute to growth and innovation. Below are the key entrepreneurial practices:

2-1-4-1 Defining Strategic Direction

This is the foundational step for any entrepreneurial venture. It involves the ability to identify market needs or gaps and address them with innovative solutions. Strategic direction entails:

- Identifying opportunities as the pathway for entrepreneurial ventures, ensuring efforts are focused on high-potential areas.
- Reducing failure risks by targeting real market needs.
- Achieving a competitive advantage through unique products or services (Shane, S., & Venkataraman, S., 2000, p. 218).

Strategic direction is a core entrepreneurial process aimed at establishing a future vision for the venture, setting goals, and outlining the necessary steps to achieve them. This includes analyzing the venture's internal and external environment and allocating resources in a way that ensures success and sustainability (Drucker, P., 1985, p. 124).

2-1-4-2 Human Resource Management

Managing human resources involves attracting, developing, and motivating employees to effectively contribute to achieving the entrepreneurial project's goals. Its importance lies in:

- Building a strong team by selecting the right talents aligned with the project's vision.
- Encouraging creativity and innovation through a supportive work environment that fosters creative thinking and problem-solving.
- Increasing productivity through efficient management and motivation of individuals (Baron, R. A., & Shane, S. A., 2007, p. 145).

2-1-4-3 Adapting to Market Changes

Adapting to market changes refers to the ability of entrepreneurial ventures to monitor and respond quickly and effectively to shifts in the market environment. These changes may include customer needs, technological advancements, regulations, or competition. Adaptation is key to survival and growth in a dynamic and volatile business environment. Its significance includes:

- Responding to changing customer needs and continuously meeting their expectations, fostering loyalty, and increasing market share.
- Achieving competitive advantage by quickly seizing new opportunities ahead of competitors.
- Reducing risks by adapting to changes, thereby avoiding crises caused by significant market shifts (Kotler, P., & Keller, K. L., 2012, p. 247).

2-2-5 Developing Employee Skills

Developing employee skills refers to the process of enhancing the abilities, knowledge, and skills of individuals within the workplace to improve their job performance and increase productivity. This process involves training programs, workshops, continuous learning opportunities, and professional guidance.

2-2-5-1 Definition of Skill Development

Skill development extends beyond improving technical or knowledge-based abilities to include leadership, communication, problem-solving, and other core skills that support adaptability to ongoing workplace changes. Through continuous training and professional development, various definitions have emerged:

- **Michael Armstrong:** Defines skill development as "a process designed to enhance the knowledge, skills, and competencies of individuals through continuous training and development programs to improve performance and achieve organizational goals" (Armstrong, M., 2020, p. 125).
- **Gary Dessler:** States that "skill development refers to equipping employees with the knowledge and skills needed to meet the demands of their current and future roles, thereby enhancing their performance and job satisfaction" (Dessler, G., 2020, p. 198).
- **Raymond Noe:** Views it as "an educational activity aimed at improving employees' current and future job performance by enhancing their skills and capabilities while providing appropriate support" (Noe, R. A., 2016, p. 65).

In general, all definitions emphasize that skill development is a strategic process aimed at improving employee competencies to achieve organizational goals. It highlights the role of continuous training as a critical tool for enhancing competitiveness and innovation within organizations.

2-2-5-2 Characteristics of Skill Development

Skill development possesses several key characteristics that make it an essential and effective process for improving organizational performance. These include:

2-2-5-2-1 A Continuous and Ongoing Process

Skill development is not a temporary initiative; it requires constant updates and evolution over time. With the continuous changes in the work environment, ongoing training becomes essential to maintaining high performance (Armstrong, M., 2020, p. 126).

2-2-5-2-2 Focused on Performance Improvement

The primary aim of skill development is to enhance job performance across all levels, whether in technical skills or communication between management and employees (Noe, R. A., 2016, p. 66).

2-2-5-2-3 Aligned with Organizational and Employee Needs

Training programs are designed based on the needs of both the organization and the employees, ensuring the development of skills critical for achieving strategic goals and personal growth (Dessler, G., 2020, p. 200).

2-2-5-2-4 Specialized and Comprehensive

Skill development caters to employees in diverse fields, covering technical, managerial, and interpersonal skills, with tailored programs for each group's needs (Noe, R. A., 2016, p. 70).

2-2-5-2-5 Enhances Adaptability to Changes

Skill development enables employees to adapt to technological, economic, or cultural changes that may impact the labor market. Through continuous learning, employees can maintain performance and tackle new challenges (Armstrong, M., 2020, p. 128).

2-2-5-2-6 Linked to Organizational Strategy

Skill development is an integral part of an organization's growth and innovation strategies. By investing in employee skills, organizations aim to achieve their long-term strategic objectives (Dessler, G., 2020, p. 201).

2-2-5-2-7 Fosters Loyalty and Motivation

Skill development programs strengthen the bond between employees and the organization, enhancing their sense of belonging and job satisfaction. Employees who receive continuous training feel valued and are motivated to perform better (Noe, R. A., 2016, p. 75).

2-2-5-3 Methods of Skill Development

Skill development relies on various methods to enhance job performance and increase employee efficiency. Key methods include:

2-2-5-3-1 On-the-Job Training

Training occurs directly within the work environment, where employees learn required skills while performing daily tasks under the guidance of a mentor or experienced colleague.

- Offers practical experience in a real work setting (Noe, R. A., 2016, p. 85).

2-2-5-3-2 Workshops

Specialized workshops focus on specific skills, such as leadership, problem-solving, or time management.

- Encourages group interaction and idea-sharing.
- Addresses specific topics in depth (Dessler, G., 2020, p. 210).

2-2-5-3-3 Off-the-Job Training

This includes training at external venues such as training centers or universities, away from the workplace.

- Provides a stress-free learning environment.
- Allows full concentration on learning (Armstrong, M., 2020, p. 135).

2-2-5-3-4 E-Learning

Technology-based training delivers courses online, offering flexibility in time and location.

- Suitable for remote workers.
- Promotes self-paced learning (Noe, R. A., 2016, p. 95).

2-2-5-3-5 Mentoring and Coaching

An experienced mentor or coach guides employees and provides advice to improve their professional skills.

- Offers personalized support.
- Builds positive professional relationships (Armstrong, M., 2020, p. 140).

2-2-5-3-6 Simulation Training

Employees are trained using simulated scenarios that mimic real-life situations, commonly used in fields like aviation and healthcare.

- Replicates real challenges without risks.
- Enhances decision-making skills (Dessler, G., 2020, p. 215).

2-2-5-3-7 Job Shadowing

Employees observe a skilled colleague or leader to learn how tasks are performed and acquire skills through observation.

- Provides hands-on learning.
- Encourages direct interaction among employees (Noe, R. A., 2016, p. 102).

2-2-5-3-8 Specialized Training Programs

Focused on advanced topics, such as modern technology or advanced management techniques.

- Enhances specialized skills.
- Supports evolving job requirements (Armstrong, M., 2020, p. 145).

2-2-5-3-9 Project-Based Training

Employees work on real-life projects, developing skills and gaining practical experience.

- Encourages creative thinking and problem-solving.
- Provides applied learning opportunities (Dessler, G., 2020, p. 220).

2-2-6 The Relationship Between Entrepreneurship and Employee Skill Development

Entrepreneurship plays a pivotal role in enhancing employee skills by fostering an interactive and dynamic work environment that provides opportunities for continuous learning and development. The following are key ways entrepreneurship impacts employee skill development:

2-2-6-1 Defining Strategic Direction

Entrepreneurship supports a culture of continuous learning by offering training programs and opportunities to develop competencies. This enables employees to learn new techniques and acquire modern skills.

- Entrepreneurial organizations organize training sessions to improve digital skills or modern management techniques (Kuratko, D. F., 2016, p. 145).
- Employees also gain leadership skills by managing independent projects and taking on new responsibilities. For example, entrepreneurial organizations assign small projects to employees to help them develop leadership abilities (Timmons, J. A., & Spinelli, S., 2009, p. 210).

2-2-6-2 Managing Human Resources

Entrepreneurship relies on teamwork to achieve shared goals, which enhances collaboration and communication skills among employees.

- Working in an entrepreneurial environment requires teams to coordinate efforts and maintain harmony among members to achieve success (Baron, R. A., & Shane, S. A., 2007, p. 95).
- Entrepreneurship encourages employees to think outside the box, boosting creativity and problem-solving skills.
- Entrepreneurial environments require employees to find innovative solutions to daily challenges. Startups, for instance, rely on creative ideas to gain a competitive advantage, motivating employees to enhance their innovation skills (Drucker, P., 1985, p. 122).

2-2-6-3 Adapting to Market Changes

Entrepreneurship teaches employees how to adapt to constantly changing work environments, enhancing their ability to face challenges and seize opportunities.

- Employees in entrepreneurial organizations learn to manage rapid transformations, such as adopting new technologies or responding to market shifts (Hisrich, R. D., Peters, M. P., & Shepherd, D. A., 2017, p. 198).
- Entrepreneurship encourages the use of modern technologies to improve efficiency and productivity, requiring employees to develop technological skills.
- For example, startups in the tech industry train employees to use advanced software and digital analysis tools (Neck, H. M., Neck, C. P., & Murray, E. L., 2018, p. 176).

Entrepreneurship is not only a means to drive innovation and economic growth but also a platform for employee skill development. Through an interactive work environment that supports creativity, continuous learning, and adaptability, entrepreneurship helps employees develop leadership, technical, and personal skills to achieve personal and organizational success.

In conclusion, there is a strong relationship between entrepreneurship and employee skill development.

3. The Applied Framework

1-3 Research Methodology

We adopted a descriptive analytical approach for our study model by following an exploratory methodology according to a dimensional framework to articulate our ideas and propose them in the form of relationships linking the two phenomena under study: entrepreneurship and knowledge development, relying on the case study technique of the Saidal Corporation.

2-3 Spatial Scope

The Saidal Corporation has a production unit in the industrial area of Oued Smar in Algiers and owns seven production units distributed for pharmaceuticals.

3-3 Temporal Scope

The study was conducted between March 18, 2024, and June 29, 2024.

3-4 Study Population

The study population consists of employees at the corporation who have the ability to influence the decision-making process and positively impact employee performance, totaling 98 executives. A comprehensive survey was conducted on the study population, representing the entrepreneurs within the Saidal Corporation, with a questionnaire distributed to all 98 executives, and all responses were collected.

3-5 Study Tool

The researchers used a questionnaire to assess entrepreneurial practices from the perspective of the corporation's executives, consisting of 34 items distributed across four main dimensions, with responses graded on a five-point Likert scale.

The researchers employed the questionnaire as a study tool aimed at collecting necessary data for the research, which included two sections as follows:

- **Section One:** Contains data related to the personal characteristics of the sample members (age, gender, academic qualification, job position).
- **Section Two:** Covers the axes, dimensions, and items to answer the study questions, where the questionnaire included (20) items as follows:
 - **Axis One: Entrepreneurship** includes 20 items divided into four dimensions:
 - **Strategic Orientation:** comprises 6 items.
 - **Managing Human Resources:** comprises 7 items.
 - **Adapting to Market Variables:** comprises 7 items.
 - **Axis Two: Knowledge Development** includes 5 items.

4. Study Results and Discussion

4-1 Study Results

The researchers calculated the internal consistency of the axes of the questionnaire based on a sample of 94 executives by calculating the correlation between each item and the overall score of the axis to which that item belongs, as shown in the following tables:

Table 1: Correlation Coefficients of the Dimensions of Entrepreneurship from Axis One

Strategic Orientation	Correlation Coefficient	Sig Value
You distribute tasks and responsibilities based on employee experience	0.586	0.000
The organizational structure of the corporation aligns with the tasks required to accomplish the work	0.542	0.000
Short-term goals of the corporation are set based on the abilities and experiences of employees	0.617	0.000
You evaluate employee performance to assess the development of their acquired skills	0.696	0.000
You allow experienced workers to participate in regular meetings	0.581	0.000

Managing Human Resources	Correlation Coefficient	Sig Value
You communicate your expectations to employees to unify their efforts	0.428	0.000
You encourage employees to complete tasks in different ways	0.531	0.000
You encourage employees to complete tasks according to specific goals	0.703	0.000
You work to cultivate a team spirit among employees	0.591	0.000
You encourage employees to develop their skills through training	0.444	0.000

Adapting to Market Variables	Correlation Coefficient	Sig Value
Is communication between departments and employees regarding market changes enhanced?	0.692	0.000
Is there an internal system that facilitates knowledge and experience sharing among employees?	0.393	0.000
Is a team spirit built to deal with market challenges?	0.539	0.000
Do employees use modern technology to perform their tasks?	0.611	0.000
Is training provided on new technological tools that facilitate adaptation to market variables?	0.495	0.000

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

It is evident from the previous table that all the questionnaire data for the entrepreneurship axis have statistical significance at a significance level of 0.05, as indicated by the overall results that demonstrate the validity of the internal consistency between each of the questionnaire items and the dimension to which it belongs.

Table 2: Correlation Coefficients for Employee Skill Development from Axis Two

Skill Development	Correlation Coefficient	Sig Value
You have programs and systems that allow for the documentation of previous experiences	0.464	0.000
You encourage employees to constantly present initiatives	0.526	0.000
You allow employees to confront various problems facing the organization	0.480	0.000
You allow employees to perform work in different ways	0.502	0.000
You hold periodic dialogue sessions among employees to unleash their potential and capabilities	0.419	0.000

Source: Prepared by the researcher based on SPSS version 25 outputs

From the table, we note that all correlation coefficients are significantly greater than 0.05, indicating that the items in the employee skill development axis enjoy a high degree of validity.

4-2 Reliability of the Study Tool

The reliability of the questionnaire tool is calculated using Cronbach's alpha coefficient on the sample, where the overall reliability coefficient of the questionnaire was found to be 93.2%, which is a high value sufficient for scientific research purposes, as shown in the following table:

Table 3: Cronbach's Alpha Coefficient

Number	Cronbach's Alpha Coefficient
74	89.2

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

The high Cronbach's alpha coefficient indicates that the measurement tool is valid for application, which confirms the overall reliability of the tool and suggests the potential consistency of the results that the questionnaire may yield.

4-3 Testing for Normal Distribution of Data (Kolmogorov-Smirnov)

To verify the normal distribution hypothesis, a goodness-of-fit test was conducted in preparation for using multiple regression analysis as one of the statistical methods to test the hypotheses of this study. Parametric

tests require that the data follow a normal distribution. Using the SPSS program, the Kolmogorov-Smirnov (Z) test can be performed, as shown in the following table:

Table 3: K-S Test

Variables	(Z de Kolmogorov-Smirnov)	Significance Level (sig)
Opportunity Identification and Planning	0.083	0.200
Human Resource Management	0.066	0.200
Adaptation to Market Changes	0.060	0.200
Employee Skill Development	0.057	0.200

**Source: Prepared by the researcher based on SPSS V25 outputs
Correlation is significant at the 0.01 level**

4-4 Testing the Contribution of Entrepreneurship to Employee Skill Development

The hypothesis stating "Entrepreneurship contributes to employee skill development" is tested by examining the regression line variance analysis between entrepreneurship and employee skill development, as well as the results table. However, prior to this, the correlation between them is studied to understand the relationship between entrepreneurial practices and employee skill development at Sidal Corporation. Therefore, Spearman's correlation coefficient was used to measure the strength and direction of the linear relationship between the components of the independent variable represented by "Entrepreneurship" and the dependent variable represented by employee skill development. The correlation coefficients are shown in the following table:

Table 4: Correlation Coefficients between Entrepreneurship and Employee Skill Development

Entrepreneurship	Correlation Coefficient	Significance Level
Strategic Orientation	0.824	0.000
Human Resource Management	0.844	0.000
Adaptation to Market Changes	0.902	0.000

**Source: Prepared by the researcher based on SPSS V25 outputs
Correlation is significant at the 0.001 level**

From the table, it is evident that the highest correlation coefficient is (0.902) at a significance level of (0.000), representing the strong positive correlation between adaptation to market changes and employee skill development. This is followed by a strong positive correlation between human resource management and employee skill development, with a correlation coefficient of (0.844) at a significance level of (0.000). The correlation between strategic orientation and employee skill development also shows a correlation coefficient of (0.824) at a significance level of (0.000). The results indicate a strong positive correlation between the independent variables and the dependent variable. To determine the adequacy of the regression line fit for the hypothesis, a regression variance analysis was conducted for the dimensions of entrepreneurship in relation to employee skill development, as shown in the following table:

Table 5: Regression Analysis Results for Entrepreneurship and Skill Development

Source	Sum of Squares	Degrees of Freedom	Correlation Coefficient	Coefficient of Determination	Standard Error of Estimate	of Value	Significance Level
Regression	6.669	4	0.950	0.896	0.102	159.66	0.000
Residual	0.721	69					
Total	7.390	73					

Source: Prepared by the researchers based on SPSS V25 outputs

Through the table of multiple regression variance analysis for entrepreneurship and employee skill development, the calculated Fisher's (F) value of (159.66) at a significance level of (0.000) is noted to be less than the established significance level (0.05), indicating the validity of the model for testing the hypothesis. Additionally, it is observed from the above table that the multiple correlation coefficient for entrepreneurship and employee skill development is estimated at (0.950), indicating a strong positive correlation between the variables. The coefficient of determination is estimated at (0.896), meaning that 89.6% of the changes occurring in skill development are attributed to entrepreneurship. This implies that entrepreneurship explains 89.6% of the changes in employee skill development. The standard error of estimation is (0.102), which also indicates a small random error, thus reflecting the quality of the regression line's representation of the data point distribution, which signifies the significance of the (F) value.

To answer the hypothesis, we refer to the results table of multiple regression analysis to test the impact of the independent variables of entrepreneurship on employee skill development, which shows several results, the first of which are the slope (b) values and the regression line intercept (a), assuming all other dimensions are equal to zero. The hypotheses yielded at a significance level of (0.05), and the slope (b) in the general form of the simple regression equation is as follows:

Table 6: Coefficients of the Linear Regression Model for Entrepreneurship and Skill Development

Non-standardized b	Standard Error	Standardized b	t Value	Significance Level
Constant a	0.239	0.156	1.531	0.130
Strategic Orientation	0.113	0.048	0.144	2.377
Human Resource Management	0.340	0.056	0.368	6.060
Adaptation to Market Changes	0.312	0.066	0.349	4.705

Source: Prepared by the researchers based on SPSS V25 outputs

Based on the results of the previous table, the multiple regression equation for entrepreneurship and knowledge development is as follows:

$$OC = 0.239 + 0.113x_1 + 0.340x_2 + 0.312x_3$$

From this equation, it can be stated that in the absence of entrepreneurship in the organization, the development of employee skills is estimated at (0.239). Furthermore, for every one-unit increase in the strategic orientation employed by entrepreneurs, there is a corresponding increase in employee skill development of (0.113), indicating a positive relationship between the independent and dependent variables with a significance level of (0.02), which is below the established significance level (0.05), indicating the significance of the slope parameter.

Moreover, for every one-unit increase in human resource management employed by entrepreneurs, there is a corresponding increase in employee skill development of (0.340), indicating a positive relationship between the independent and dependent variables, with a significance level of (0.000), which is below the established significance level (0.05), indicating the significance of the slope parameter.

Additionally, for every one-unit increase in adaptation to market changes employed by entrepreneurs, there is a corresponding increase in employee skill development of (0.312), indicating a positive relationship between the independent and dependent variables, with a significance level of (0.000), which is below the established significance level (0.05), indicating the significance of the slope parameter.

As for the intercept (constant) parameter, it was found to be 0.239 at a significance level of (0.130), which is greater than 0.05, indicating that it is not statistically significant.

The result of the (t) test for the slopes of the multiple regression line for the independent variables of entrepreneurship showed that the strategic orientation was (2.377) at a significance level of (0.02), which is below the established significance level (0.05). The human resource management value of t was (6.060) at a significance level of (0.000), which is below the established significance level (0.05). The adaptation to market changes showed a t value of (4.705) at a significance level of (0.000), which is below the established significance level (0.05).

Therefore, we reject the null hypothesis (H₀) stating: "Entrepreneurship does not contribute to employee skill development" at a significance level greater than (0.05) and accept the alternative hypothesis (H₁).

Based on the above, the hypothesis is accepted:

Entrepreneurship contributes to employee skill development.

4-5 Discussion of the Results of the Relationship between Entrepreneurship and Employee Skill Development

Based on the previous findings in testing the study's hypotheses through the questionnaire, the validity of the hypothesis related to the contribution of entrepreneurship to employee skill development has been confirmed. This is evidenced by the multiple correlation coefficient for entrepreneurship and skill development, estimated at (0.950), indicating a strong positive correlation between the variables, meaning that 89.6% of the changes occurring in skill development are attributed to entrepreneurship. This means that entrepreneurship explains 89.6% of the changes in employee skill development, suggesting that the results of the hypothesis indicate that entrepreneurship contributes to skill development among employees at Sidal Corporation by generating new skills that help the organization develop its products, especially in a rapidly changing market.

Sidal Corporation encourages teamwork, facilitating the exchange of skills among employees and consequently their development. This is supported by Baron and Shane, who noted that teamwork allows for skill sharing, leading to the generation of new skills. Drucker also indicated that internal communications within the organization enable the exchange of experiences and the generation of new skills. Whether formal or informal communications, through meetings and dialogue among employees during work, contribute to the search for creative ideas and the presentation of suggestions for product improvement. Furthermore, informal

atmospheres help alleviate the tension that often exists in formal relationships, where constructive dialogue serves to present ideas and then develop them through analysis and feedback (Abdul Rahman Toufik, 2014, p. 133).

5- Conclusion

Organizations face a range of rapid changes and developments, which place all institutions, regardless of their size, in front of many challenges threatening their survival and continuity. Some can overcome these challenges, while others may face bankruptcy and eventual disappearance. This raises the issue of how to effectively utilize employees and discover their talents in a way that ensures higher levels of efficiency and effectiveness for organizations, thus ensuring their survival and continuity. This responsibility falls on entrepreneurs through their duty to manage human resources effectively. Entrepreneurs are considered the supporting pillar for the advancement towards success for any institution, relying on the ability and competence of their leadership to set clear goals and use the best means to achieve them, thereby fulfilling the planned objectives.

The success of any institution remains contingent upon the extent to which it achieves its planned objectives. Entrepreneurs play a crucial role in influencing employees; hence, our study aims to highlight the importance of entrepreneurial practices in influencing employee behavior in a manner that enhances their skills and encourages them to perform at their best, thereby improving the institution's performance.

Therefore, entrepreneurs continually strive to seek out exceptional employees to transfer their skills to others in the organization, ensuring its survival in a competitive environment. To maintain the expertise they possess, organizations must recognize that their employees' experiences are fundamental to achieving outstanding performance. Thus, entrepreneurship seeks to enrich and retain these experiences through fostering a culture of sharing and communication. Moreover, entrepreneurship engages in continuous evaluation of employees' skills, motivating and empowering them in ways that enhance commitment and direct these experiences and skills toward performance excellence.

5-1 Study Results

- It became clear that entrepreneurs contribute to the development of employee skills through formal communications in both directions within the organization, allowing for meetings, discussions, and brainstorming among employees to explore creative ideas and provide suggestions and improvements in the manufacturing process, thereby participating in product development and enriching employee skills.
- Entrepreneurs encourage employees to enhance their creative and innovative capacities by expressing their opinions and providing opportunities for them to showcase their skills.
- Entrepreneurs promote open dialogue and discussion among employees, facilitating the development of their skills.

5-2 Recommendations

Based on the findings of this study, several recommendations are proposed to help Algerian institutions focus on knowledge and its development. In this context, the following suggestions are made:

- Entrepreneurs in the organization should adopt a strategic thinking approach. This model relies on establishing a comprehensive vision for the institution through a synthetic process resulting from the effective use of intuition and creativity to formulate the institution's strategic directions while understanding external environmental changes. Additionally, it is important to encourage its dissemination across all administrative levels to benefit from the skills, experiences, and knowledge of all employees, thereby acquiring new skills that enhance the performance of the employees and, consequently, the organization.
- Entrepreneurs should make adjustments and changes to the cultural values and principles related to encouraging risk-taking by experimenting with new and unconventional ideas and entering unfamiliar areas without fear of the ambiguity and uncertainty that characterize them. Such an environment fosters innovation processes.
- More authority should be granted to employees who have proven their competence in their work and given them new responsibilities to increase their aspirations and pursuit of excellence, which motivates them to exert more effort in generating new ideas and improving their skills to enhance organizational performance.
- There should be a focus on creating an organizational memory to store valuable experiences that the institution may lose, especially the tacit skills of experienced employees, to protect these assets and retrieve them when needed for utilization.
- The motivation policy should be improved and diversified between material and moral incentives in a way that satisfies employees' needs and desires while achieving organizational goals to guide work direction. This should be implemented through teamwork to encourage initiative in sharing experiences, along with rewarding distinguished suggestions and ideas.

- Efforts should be made to develop relationships and processes of external cooperation by leveraging the experiences of institutions in the knowledge domain to support knowledge enhancement in areas related to new technologies.

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