

Exploring Opportunities and Challenges of Entrepreneurship in Algeria's Media Industry: Insights from Media and Communication Faculty Members at Algerian Universities

Boudra Djamel¹, Ayadi Mounir²

Abstract

The study aimed to analyze the challenges and opportunities facing entrepreneurship in the media industry in Algeria, based on the views of 44 media professors. The results showed that the main challenges include difficulty in securing funding, lack of financial sustainability, and intellectual property protection. The study also highlighted that changes in media content consumption patterns present opportunities for developing innovative projects that meet the needs of the audience. There is a clear need for strategies to support funding, enhance cybersecurity, and encourage innovation to ensure sustainability in the sector.

Keywords: *Entrepreneurship, Media Industry, Challenges.*

Received: 28/12/2025 ; Accepted: 17/03/2026; Published: 10/06/2026

Introduction

Entrepreneurship in the media industry has emerged as a contemporary field of interest for both researchers and practitioners, particularly in light of the rapid transformations taking place within the global media sector. Today's media landscape is increasingly diverse and complex, requiring media enterprises to adapt to accelerated digital changes and evolving market demands. In this context, media entrepreneurship plays a crucial role in ensuring financial sustainability, fostering innovation, and enabling media organizations to respond effectively to technological and economic challenges.

In Algeria, despite the available potential, media entrepreneurship continues to face significant economic constraints, particularly difficulties in accessing funding and ensuring financial sustainability. In addition, technological challenges related to intellectual property protection and cybersecurity raise important questions regarding the ability of media ventures to remain competitive and safeguard their rights within the context of emerging digital technologies. Moreover, shifts in media consumption patterns have had a profound impact on the opportunities for diversifying media projects and expanding their audience reach.

Problem Statement:

The media industry is currently undergoing rapid transformations driven by continuous technological advancements and global economic shifts. These changes have created broad opportunities for media entrepreneurship in terms of growth and innovation; however, they have also introduced unprecedented challenges that require effective adaptive strategies. While many countries have leveraged these transformations to strengthen their media economies, Algeria presents a different context due to its specific economic, technological, and social structure, placing it at the intersection of opportunities and persistent constraints.

From an economic perspective, the Algerian media sector faces multiple challenges, most notably limited funding and a strong reliance on state support or restricted private investment. This situation undermines the sustainability of media organizations and increases their vulnerability to financial risks. In addition,

¹ University of Oran 1 ahmed ben bella, Algeria. Email: djamel.azrou2021@gmail.com

² Mohamed Lamine Debaghine Sétif 2 university, Algeria. Email: m.ayadi@univ-setif2.dz

competition with foreign media outlets—particularly in the digital sphere—places further pressure on local institutions, which often struggle to expand and maintain financial viability.

At the technological level, intellectual property protection and cybersecurity represent major concerns. Algerian media content remains exposed to digital piracy, while the growing risk of cyberattacks threatens the continuity of media platforms. Meanwhile, regulatory frameworks in this area still require further development to enhance digital protection and ensure institutional security within the media sector.

Socially and culturally, patterns of media consumption have shifted significantly due to digital openness, making audiences more engaged with online platforms. However, many Algerian media organizations have yet to fully adapt their content to the country's diverse cultural and social trends. Linguistic and cultural diversity further complicates the production of content capable of addressing and attracting different segments of society.

Despite these challenges, the Algerian media sector offers several promising opportunities for media entrepreneurship, including the growing demand for media content in emerging African and Arab markets, as well as potential partnerships with foreign media institutions and international investment opportunities. In light of these considerations, this study addresses the following central question: **What are the main challenges and opportunities facing entrepreneurship in the media industry in Algeria from the perspective of media academics?**

Research Questions:

1. What are the economic challenges hindering the development of media entrepreneurship in Algeria's media industry?
2. What technological challenges affect intellectual property protection and cybersecurity in this sector?
3. How does the shift in media consumption patterns influence opportunities for diversifying media projects?

Research Hypotheses:

1. Media entrepreneurship in Algeria's media industry faces significant economic challenges, most notably limited access to funding and weak financial sustainability.
2. Technological challenges, such as inadequate intellectual property protection and cybersecurity weaknesses, negatively affect the competitiveness of media projects.
3. Changes in media consumption patterns create opportunities for developing innovative projects that take into account cultural diversity and audience needs.

Significance of the Study:

This study holds considerable importance from multiple perspectives. Theoretically, it contributes to enriching the scientific literature on media entrepreneurship, particularly within the Algerian context, by analyzing the economic, technological, and social challenges facing this sector. It also provides a conceptual framework for understanding the relationship between the challenges and opportunities encountered by emerging media ventures, thereby contributing to the development of new theories and concepts relevant to media entrepreneurship in developing countries.

From a substantive standpoint, the study focuses on the media sector in Algeria, which represents a key component of the country's cultural and economic structure, making it directly relevant to policymakers and media institutions. It also highlights critical issues such as limited funding, cybersecurity, and intellectual

property protection, thereby helping media organizations and decision-makers identify priorities and formulate appropriate strategies.

From a practical perspective, the study offers actionable insights to enhance the sustainability of media projects, including the development of policies for intellectual property protection and cybersecurity, as well as proposing innovative models for content production that align with cultural diversity and changing audience consumption patterns. Consequently, it serves as a practical reference for supporting the development of the media sector in Algeria.

Conceptual Definitions:

Entrepreneurship:

Entrepreneurship (linguistic definition):

The term derives from “entrepreneur,” and it is often associated with risk or venture, particularly in reference to the investment of capital in economic activities (Qawasmi Rachida, 2020, p. 160).

From a linguistic perspective, entrepreneurship refers to the activity of creating, organizing, and managing a business while taking on financial risks in order to achieve profit. According to the **Cambridge Dictionary**, entrepreneurship is defined as: *“the ability and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit.”* (Cambridge Dictionary, “Entrepreneurship”)

The concept of the entrepreneur represents a fundamental starting point for understanding entrepreneurship, as it refers to the individual responsible for managing the project and making strategic decisions that influence its success and continuity. An entrepreneur is defined as “the person who performs the main functions within the project and bears responsibility for decision-making and risk-taking,” which requires a strong sense of responsibility and the ability to effectively manage the venture. Thus, the entrepreneur combines two essential roles: assuming the risks associated with the project and performing managerial tasks to ensure the achievement of its objectives (Bouguettaf M., Ben Mekki N., 2019, p. 213).

Entrepreneurship (conceptual definition):

In theoretical literature, several approaches and perspectives have emerged to analyze the phenomenon of entrepreneurship, which is considered one of the key manifestations of business creation.

Descriptive approach:

This approach aims to understand the role of the entrepreneur in both the economy and society using economic sciences. According to this perspective, the entrepreneur plays a central role in economic development, as they are capable of taking risks and dealing with uncertainty. Joseph Schumpeter considered the entrepreneur a pivotal figure in development through innovation and the introduction of new methods of production. The traditional economic model views entrepreneurship from a purely economic standpoint, linked to the creation of new firms and emphasizing market rationality (Qawasmi Rachida, 2020, p. 160).

In line with this view, **Joseph Schumpeter** defines the entrepreneur as the agent of “creative destruction,” who drives economic development through innovation and new combinations of production factors (Schumpeter, 1934).

In general, economic theory considers the firm as a small unit influenced by price changes in the market, where the entrepreneur seeks to reduce production when prices fall. It also emphasizes the technological role of the firm in transforming inputs into outputs to achieve economic equilibrium, treating it as a rational entity that relies on information for decision-making (Meghri Zakia, Abdel Samad Nouja, 2021, p. 06)

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Behavioral approach:

This approach focuses on explaining entrepreneurial activities and behaviors based on individual conditions, studying psychological characteristics such as personality traits and motivations, as well as social backgrounds and life trajectories. Max Weber highlighted the importance of value systems in legitimizing and encouraging entrepreneurship, considering them a fundamental condition for capitalist development (Qawasmi Rachida, 2020, p. 160)

In this context, David McClelland argues that entrepreneurship is strongly linked to the “need for achievement,” which drives individuals to take risks and innovate (McClelland, 1961)

Stage-based approach:

This perspective analyzes personal and environmental variables influencing entrepreneurial spirit within a temporal and situational framework. Entrepreneurship is seen as a process that unfolds through successive stages, beginning with entrepreneurial inclination, followed by the decision to enter the field, and culminating in the adoption of entrepreneurial behavior (Qawasmi Rachida, 2020, p. 160).

A key contribution is that of Shapero and Sokol, who developed the Entrepreneurial Event Model, explaining that entrepreneurial intention emerges from perceived desirability, feasibility, and triggering events (Shapero & Sokol, 1982)

Processual approach (L’approche processuelle):

This approach represents a qualitative development in the study of entrepreneurship by focusing on the actual activities performed by the entrepreneur in creating new organizations, such as opportunity identification, resource acquisition, and product design. It views entrepreneurship as a dynamic process that begins with the emergence of an idea and evolves over time through organizational development (Meghri Zakia, Abdel Samad Nouja, 2021, p. 17).

A major contributor is **William B. Gartner**, who emphasizes that entrepreneurship should be studied as the creation of organizations rather than focusing only on the traits of entrepreneurs (Gartner, 1985)

Operational Definition of Entrepreneurship:

In the context of this study, entrepreneurship refers to the process of creating, managing, and developing innovative media ventures in Algeria, with a particular focus on examining the challenges and opportunities associated with economic dimensions (such as financing and financial sustainability), technological dimensions (such as innovation and cybersecurity), and social dimensions (such as changes in audience media consumption patterns).

It is operationalized through a questionnaire administered to media and communication faculty members, which includes items designed to assess economic constraints, the use of technological tools and innovations, and the impact of social and cultural changes on emerging media ventures. This measurement approach provides a comprehensive understanding of the role that entrepreneurship can play in fostering the development and sustainability of the media industry in Algeria.

Media Industry

Conceptual Definition:

The **Oxford Dictionary of Media and Communication** defines *media industries* as encompassing all activities involved in the financing, production, distribution, exhibition, and sale of media products. These industries include independent media organizations, whether commercial or non-profit. The study of media industries focuses on their economic dimensions, as media and entertainment products are often manufactured according to a production-line model that relies on systematic organizational processes for content creation (Chandler & Munday, 2020).

In addition, **David Hesmondhalgh**, one of the leading scholars in media and cultural industries, defines media industries as organizations primarily engaged in the production and circulation of symbolic content that has social and cultural significance, while simultaneously operating within economic and market frameworks. He emphasizes that these industries create and distribute texts, images, sounds, and information intended for broad audiences (Hesmondhalgh, 2019).

Furthermore, some scholars view media industries as a major driver of cultural globalization, reflecting and shaping the contemporary world. Media are not merely technologies or messages; they constitute an integral part of everyday life within what is often described as a “media life” lived in the public sphere. The convergence of media production and consumption reflects the intersection of work and leisure, as well as local and global influences. In this sense, media function as amplifiers of trends within a global market for cultural products and creative labor (Mark Deuze, 2009, p. 467).

Operational Definition of the Media Industry:

In the context of this study, the media industry refers to the set of activities and processes related to the production, management, dissemination, and distribution of media content through traditional and digital platforms in Algeria. It encompasses emerging media ventures that seek to leverage technological innovation and economic resources to adapt to evolving audience consumption patterns and the growing digital media environment.

Operationally, the concept is measured through the perceptions of media and communication faculty members regarding the major challenges and opportunities affecting the sector. These include economic factors such as financing and financial sustainability, technological factors such as innovation, cybersecurity, and intellectual property protection, as well as social and cultural factors including changes in audience preferences, media consumption habits, and cultural diversity. The assessment of these dimensions aims to provide a comprehensive understanding of how they influence the development, competitiveness, and sustainability of the media industry in the Algerian context.

Research Methodology and Procedures

Research Method

The term *method* in Arabic refers to a clear and well-defined path followed by an individual or a group, carrying meanings of clarity, precision, and systematic guidance. In its Greek origin, the term denotes a path or procedure followed to reach a specific result and is closely associated with the ideas of investigation and inquiry (Lisan al-Arab, 1997, p. 263).

From a conceptual perspective, scholars have provided various definitions of the term *method*, all of which emphasize its role as a systematic procedure aimed at achieving a particular objective. In his *Dictionary of Philosophy*, Runes defined method as “a procedure for advancing toward a specific goal.” He further described it as “the known means used in the process of acquiring knowledge about a particular subject.” Similarly, Murad Wahba defined methodology in his philosophical dictionary as “the science concerned with formulating the rules governing a specific procedure” (Najahi Najlaa, 2019, pp. 44–45).

Descriptive-analytical research focuses on the accurate examination of a phenomenon or subject through the use of qualitative and/or quantitative data. Its primary objective is to explore the various dimensions of a phenomenon or assess a particular situation in order to generate clear scientific findings that contribute to achieving the research objectives (Obeidat et al., 2004, p. 46).

In the context of the present study, entitled **“Challenges and Opportunities of Entrepreneurship in Algeria’s Media Industry,”** the researcher adopted the **descriptive survey method**. More specifically, a **sample survey approach** was employed, as it enables the collection and analysis of detailed data through a questionnaire administered to media and communication faculty members. This category of respondents represents an important source of both academic and professional expertise. Furthermore, the survey method facilitates a comprehensive understanding of the economic, technological, and social challenges and opportunities associated with media entrepreneurship in Algeria. Consequently, it provides an accurate picture of the current state of the sector and contributes to the formulation of practical recommendations aimed at addressing existing challenges and fostering the development of media entrepreneurship.

Population and Sample of the Study

Study Population

The study population refers to the entire group of individuals, elements, or phenomena that a researcher intends to investigate in order to obtain findings that reflect the characteristics of that population. Although the target population represents the broader scope of the research, researchers often focus on the accessible population due to practical constraints that make it difficult to reach all members of the target population. Consequently, a sample is selected from the accessible population in a manner that aligns with the objectives of the study (Mahjoub, 2005, p. 150).

In the present study, the population consists of all media and communication faculty members working in Algerian universities across the country who use the Facebook platform. This population was selected because it represents a group of academics with specialized knowledge and expertise in media and communication issues, making them particularly qualified to assess the challenges and opportunities associated with entrepreneurship in Algeria’s media industry.

Study Sample

The study relied on the **snowball sampling technique**, which is a type of non-probability sampling used for data collection in this research. This choice was justified by the specialized nature of the target population, as it is difficult to reach all media and communication faculty members interested in the topic of entrepreneurship in the media industry using probability sampling methods.

Accordingly, the questionnaire was initially distributed to a small group of professors, who were then asked to share it with other colleagues within their professional networks. This process enabled a gradual expansion of participation and the inclusion of additional respondents. As a result, the total sample size reached **44 participants**.

This sampling method is considered appropriate for the present study, as it allows access to an academic network of faculty members who possess diverse insights and professional experiences regarding the economic, technological, and social dimensions of the media industry in Algeria. Consequently, it enhances the comprehensiveness and reliability of the study’s findings.

Data Collection Instrument

Questionnaire

A questionnaire is a research instrument consisting of a carefully designed set of questions aimed at investigating a specific topic. It is administered to targeted respondents either through postal delivery or

direct distribution in order to obtain their responses. These responses are then collected by the researcher or the research team for subsequent analysis and interpretation of results (Zerouati, 2002, p. 123).

In a broader methodological context, the questionnaire is widely recognized as one of the most appropriate tools for data collection in social sciences. According to **Brace (2018)**, a questionnaire is “a structured tool for collecting data in which respondents answer a set of written questions designed to meet the objectives of a research study” (Brace, 2018). Questionnaire Design: How to Plan, Structure and Write Survey Material (SAGE Publications)

In the present study, the questionnaire was considered the most suitable instrument due to its efficiency in collecting and processing data, its relatively low cost compared to other methods such as interviews, and its suitability for reaching a large and geographically dispersed population. Accordingly, an online questionnaire was designed in a scientific manner and structured into four main sections as follows:

Section 1: Respondents’ demographic information: This section focuses on identifying the personal and professional characteristics of participants.

Section 2: Economic challenges: This section measures the extent to which financial constraints, weak financial sustainability, and competition with traditional and major digital media outlets affect the development and continuity of emerging media projects.

Section 3: Technological challenges: This section examines issues related to weak intellectual property protection, cybersecurity concerns, and the role of technological innovation in enhancing the competitiveness of media ventures.

Presentation and Analysis of Field Study Data:

Data for this study were collected using a questionnaire administered to a sample of 44 Algerian university professors specializing in Media and Communication Sciences, distributed across various universities nationwide. The questionnaire included both open-ended and closed-ended items, employing a four-point Likert scale to capture respondents’ perceptions regarding the challenges facing entrepreneurship in the media industry.

The instrument was designed to examine key economic constraints such as funding limitations and weak financial sustainability, as well as the impact of competition with major media organizations. It also explored technological challenges, including insufficient intellectual property protection and cybersecurity concerns, in addition to assessing the role of technological innovation in enhancing the competitiveness of media ventures. Furthermore, the questionnaire investigated changes in audience media consumption patterns, the influence of cultural diversity, and the importance of producing diverse and innovative content to adapt to these ongoing transformations.

In the following section, the method used to measure the respondents’ attitudes will be presented based on the four-point Likert scale adopted in this study.

Table No. (1): Interpretation Scale of the Four-Point Likert Scale.

Scale Range	Interpretation of the Four-Point Likert Scale
1.00 – 1.74	Not an obstacle / Strongly disagree / Very weak impact / Very low
1.75 – 2.49	Minor obstacle / Slightly agree / Moderate impact / Weak
2.50 – 3.24	Moderate obstacle / Agree / High impact / Good
3.25 – 4.00	Major obstacle / Strongly agree / Very high impact / Excellent

The interpretation of responses was classified according to the four-point Likert scale, where categories were defined based on numerical values to explain different levels of obstacles or impact. The range from 1 to 1.74 indicates “not an obstacle,” “strongly disagree,” or “very weak impact,” reflecting the lowest level of agreement or influence.

The range from 1.75 to 2.49 is categorized as a “minor obstacle,” “slightly agree,” or “moderate/weak impact.” The interval from 2.50 to 3.24 represents a “moderate obstacle,” “agree,” or “high/good impact.” Finally, the range from 3.25 to 4.00 indicates a “major obstacle,” “strongly agree,” or “very high/excellent impact.”

This classification facilitates the precise analysis of study results by linking numerical values to clearly defined interpretive levels that reflect different degrees of perception and impact.

Table No. (2): Cronbach’s Alpha Coefficient for the Questionnaire

Cronbach’s Alpha	Number of Items
0.754	09

The table was prepared by the researcher based on outputs from the statistical analysis software SPSS (version 27).

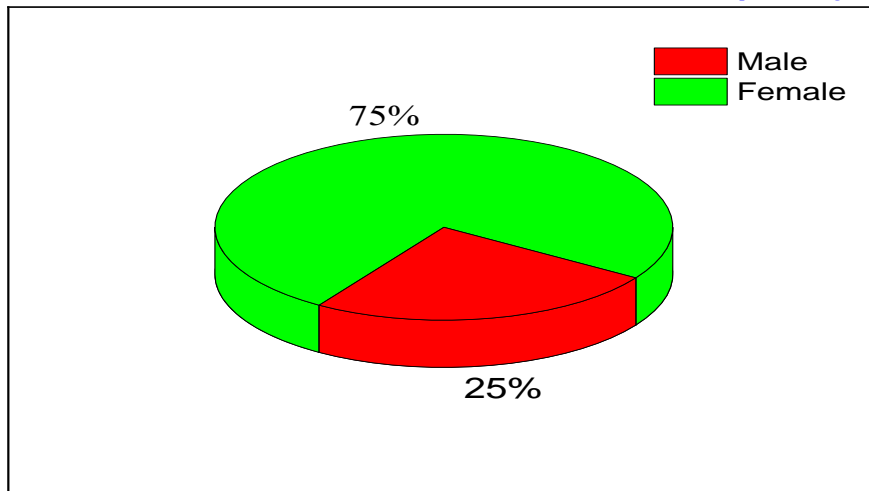
The table shows a Cronbach’s Alpha value of (0.754), which indicates an acceptable level of internal consistency for the study scale consisting of 9 items. According to commonly accepted standards, this value reflects a good degree of internal coherence among the scale items, thereby enhancing the reliability of the data collection instrument used in this study.

As for the demographic characteristics of the study sample, they are presented as follows:

Table (3): Distribution of the Sample by Gender

Gender	Frequency	Percentage (%)
Male	11	25.0
Female	33	75.0
Total	44	100.0

Source: Prepared by the researcher based on SPSS (Version 27) output.



Source: Prepared by the researcher based on SPSS (Version 27) output using Origin software.

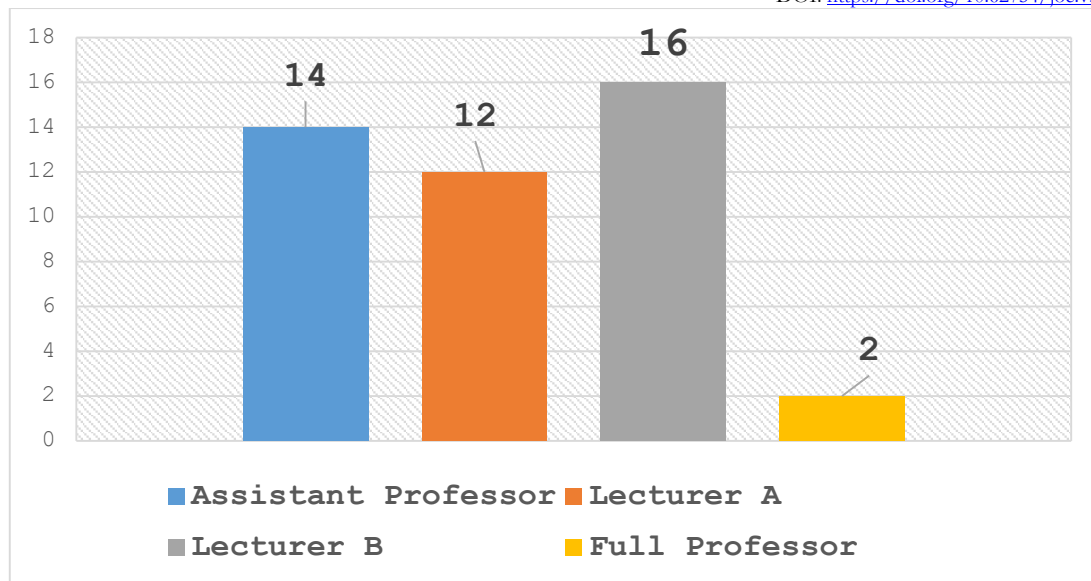
It is evident from the table that female participants constitute (75.0%) of the sample, which is a significantly higher proportion compared to males, who represent (25.0%). This disparity reflects a greater representation of females among the university media and communication faculty members included in the study.

This finding may be interpreted by the greater tendency of female academics to participate in online questionnaires, possibly due to a stronger interest in contributing to scientific research or because of greater availability and flexibility that facilitate their participation in such surveys.

Table (4): Distribution of the Sample by Academic Rank

Academic Rank	Frequency	Percentage (%)
Assistant Professor	14	31.8
Lecturer A	12	27.3
Lecturer B	16	36.4
Full Professor	2	4.5
Total	44	100.0

Source: Prepared by the researcher based on SPSS (Version 27) output.



The data reveal that the largest proportion of participants belongs to the rank of Lecturer B (36.4%), followed by Assistant Professors (31.8%), then Lecturer A (27.3%), while Full Professors represent the smallest share (4.5%).

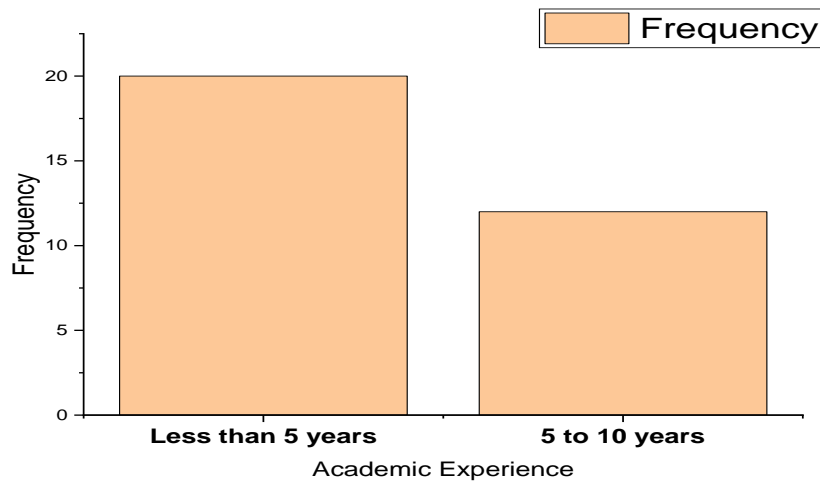
This distribution indicates that the majority of respondents fall within the mid-level academic ranks, a category that often combines both academic expertise and practical experience. Such a profile may provide a more applied and field-oriented perspective on the challenges and opportunities within the media sector.

On the other hand, the low representation of Full Professors reflects their limited participation in the study sample, which may be attributed to their smaller number within the academic structure or their reduced engagement in survey-based research activities.

Table (5): Distribution of the Sample by Academic Experience.

Academic Experience	Frequency	Percentage (%)
Less than 5 years	20	45.5
5 to 10 years	12	27.3
More than 10 years	12	27.3
Total	44	100.0

Source: Prepared by the researcher based on SPSS (Version 27) output.



Source: Prepared by the researcher based on SPSS (Version 27) output using Origin software.

The data in the table indicate that the largest proportion of participants are those with less than 5 years of academic experience, accounting for (45.5%) of the sample. This reflects a strong representation of early-career academics within the study population.

The other two categories—those with 5 to 10 years of experience and those with more than 10 years—are equally represented, each constituting (27.3%) of the sample.

Overall, this distribution reflects a diversity of academic experience levels within the sample. It brings together early-career academics, who are often characterized by enthusiasm and up-to-date engagement with recent developments in the media field, and more experienced academics, who contribute deeper insights derived from long-standing professional and academic practice.

Table (6): The Impact of Financing as an Obstacle to Media Entrepreneurship Development.

Response category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample direction
Not an obstacle	2	4.5	3.2727	0.94902	5.401	Major obstacle
Minor obstacle	9	20.5				
Moderate obstacle	8	18.2				
Major obstacle	25	56.8				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The data presented in Table (6) indicate that the majority of respondents perceive financing as a major obstacle to the development of entrepreneurial projects in the media industry. Specifically, (56.8%) of the sample rated financing as a “major obstacle,” reflecting a dominant perception of significant financial constraints. This is followed by (20.5%) who considered it a “minor obstacle,” while (18.2%) viewed it as a “moderate obstacle.” Only a small proportion of respondents (4.5%) indicated that financing does not represent an obstacle.

At the statistical level, the mean score (3.2727) confirms a strong overall tendency toward considering financing a significant barrier, while the standard deviation (0.94902) indicates moderate dispersion, suggesting a general consensus among respondents. Furthermore, the T-value (5.401) confirms that this result is statistically significant and not due to random variation.

Overall, these findings highlight that financing constitutes a structural challenge to media entrepreneurship in Algeria, emphasizing the need for sustainable funding mechanisms and stronger institutional support.

Table (7): Weak Financial Sustainability as an Obstacle to the Continuity of Emerging Media Projects

Response category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample direction
Strongly disagree	0	0.0	3.4545	0.79107	8.004	Strongly agree
Slightly agree	8	18.2				
Agree	8	18.2				
Strongly agree	28	63.6				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The results presented in Table (7) demonstrate a strong consensus among respondents that weak financial sustainability represents a major obstacle to the continuity of emerging media projects. A significant majority of the sample (63.6%) expressed strong agreement with this statement, while (18.2%) agreed and another (18.2%) slightly agreed. Notably, no respondents selected the option “strongly disagree,” indicating a near-unanimous recognition of the severity of this challenge.

Statistically, the mean value (3.4545) indicates a strong tendency toward agreement, while the low standard deviation (0.79107) reflects a high level of homogeneity among responses. In addition, the T-value (8.004) confirms that the result is statistically significant and not due to random variation, reinforcing the strength of this consensus.

These findings are consistent with the results of **Picard (2011)**, who emphasizes that financial sustainability remains one of the most critical challenges facing digital and emerging media organizations, particularly in small and developing markets. His study shows that many media start-ups fail not due to lack of innovation, but because of unstable revenue models and weak long-term financing structures, which directly threaten their continuity and survival.

Table (8): The Impact of Competition from Traditional or Major Digital Media on Emerging Media Ventures.

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
Weak Impact	3	6.8	3.2045	0.85125	5.490	High Impact
Moderate Impact	3	6.8				
High Impact	20	45.5				
Very High Impact	18	40.9				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The findings presented in Table (8) demonstrate that competition from traditional and major digital media organizations is perceived as a substantial challenge to the development and sustainability of emerging media ventures. The largest proportion of respondents (45.5%) indicated that such competition exerts a high impact, while (40.9%) considered its impact to be very high. Taken together, these two categories account for (86.4%) of the sample, reflecting a strong consensus that competition represents a major obstacle facing media entrepreneurship. In contrast, only (6.8%) of respondents perceived the impact as weak, and an equal percentage (6.8%) considered it moderate, indicating limited disagreement regarding the significance of this challenge.

From a statistical perspective, the mean score of (3.2045) falls within the “high impact” category according to the adopted Likert scale, confirming that respondents generally perceive competition as a significant factor affecting emerging media projects. The standard deviation (0.85125) indicates a relatively low level of dispersion around the mean, suggesting a considerable degree of consistency among participants’ views. Furthermore, the T-value (5.490) demonstrates that the observed result is statistically significant, reinforcing the conclusion that competition from established media organizations is widely recognized as a critical challenge.

These findings can be explained by the fact that traditional and large digital media organizations possess substantial competitive advantages, including stronger financial resources, advanced technological infrastructures, established brand recognition, and broader audience reach. Such advantages enable them to dominate advertising markets, attract larger audiences, and invest continuously in content production and technological innovation. Consequently, emerging media ventures often struggle to secure visibility, generate sustainable revenues, and maintain competitiveness within an increasingly crowded media landscape.

The present findings are consistent with the study conducted by Abdullateef Mohammed and colleagues (2026), which analyzed 24 award-winning journalism startups and found that media entrepreneurs operate in highly competitive environments dominated by established media institutions and powerful digital platforms. The study concluded that the long-term success of media startups depends largely on their ability to differentiate themselves through innovation, specialized content, audience engagement, and diversified revenue models rather than competing directly with large media organizations. These conclusions support the results of the current study, which indicate that competition constitutes a major challenge for media entrepreneurship in Algeria.

Table (9): The Impact of Weak Intellectual Property Protection on Media Entrepreneurship

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
No Impact	4	9.1	3.2273	1.03122	4.678	Moderate Impact
Slight Impact	7	15.9				
Moderate Impact	8	18.2				
Significant Impact	25	56.8				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The findings presented in Table (9) indicate that weak intellectual property (IP) protection is perceived as a significant factor affecting media entrepreneurship. More than half of the respondents (56.8%) reported that inadequate intellectual property protection has a significant impact on entrepreneurial media projects, while (18.2%) considered its impact to be moderate. Additionally, (15.9%) believed that it has only a slight impact, whereas a limited proportion of respondents (9.1%) stated that it has no impact. These results demonstrate a clear tendency among participants to view intellectual property protection as a critical issue influencing the development and sustainability of media ventures.

From a statistical perspective, the mean score of (3.2273) lies at the upper end of the scale, indicating that respondents generally perceive the impact of weak intellectual property protection as ranging from moderate to significant. The standard deviation (1.03122) suggests a certain degree of variation in respondents’ opinions; however, the overall trend remains strongly oriented toward recognizing the negative consequences of insufficient intellectual property safeguards. Furthermore, the T-value (4.678)

confirms the statistical significance of the findings, providing evidence that the observed perception is not due to chance.

These findings can be attributed to the fact that media entrepreneurship relies heavily on creativity, innovation, and original content production. In environments where intellectual property rights are inadequately protected, media entrepreneurs face increased risks of content piracy, unauthorized reproduction, and imitation of innovative ideas. Such practices may reduce incentives for innovation, weaken the competitive position of emerging media ventures, and negatively affect their financial sustainability and long-term growth prospects.

The present results are consistent with the findings of Ruth Towse, who emphasized that effective intellectual property protection plays a fundamental role in encouraging creativity and innovation within cultural and media industries. In her research on the economics of copyright, she argued that weak intellectual property regimes can discourage investment in creative content production by reducing the ability of creators and entrepreneurs to capture the economic value of their innovations. This, in turn, may undermine the growth and sustainability of creative and media enterprises.

Table (10): The Impact of Cybersecurity on the Sustainability of Digital Media Ventures

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
Strongly Disagree	2	4.5	3.2727	0.87241	5.875	Strongly Agree
Slightly Agree	6	13.6				
Agree	14	31.8				
Strongly Agree	22	50.0				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The results presented in Table (10) indicate a strong consensus among respondents that cybersecurity represents a significant challenge to the sustainability of digital media ventures. Half of the respondents (50.0%) expressed strong agreement that cybersecurity poses a major challenge, while (31.8%) agreed with this statement. Additionally, (13.6%) slightly agreed, whereas only (4.5%) disagreed. These findings reveal that the overwhelming majority of participants (95.4%) acknowledge the importance of cybersecurity as a critical factor affecting the continuity and stability of digital media projects.

From a statistical perspective, the mean score of (3.2727) falls within the "strongly agree" category, demonstrating a clear tendency among respondents to recognize cybersecurity as a major concern. The standard deviation (0.87241) indicates a relatively high level of agreement among participants, suggesting that perceptions regarding the importance of cybersecurity are largely consistent across the sample. Furthermore, the T-value (5.875) confirms the statistical significance of the result, indicating that the observed tendency is not random but reflects a meaningful consensus among respondents.

These findings may be explained by the increasing dependence of media organizations on digital platforms, cloud services, online content management systems, and audience data. As digital transformation accelerates, media ventures become more vulnerable to cyber threats such as hacking, data breaches, ransomware attacks, service disruptions, and unauthorized access to sensitive information. Such risks can negatively affect organizational reputation, financial performance, audience trust, and long-term sustainability.

The present findings are consistent with the study conducted by Mariarosaria Taddeo and Luciano Floridi (2018), which emphasized that cybersecurity has become a strategic requirement for organizations operating in digital environments. Their research concluded that cyber threats represent not only technical risks but also economic and organizational challenges capable of undermining business continuity, stakeholder trust,

and long-term sustainability. The study further highlighted the importance of integrating cybersecurity measures into organizational strategies to ensure resilience in increasingly digitalized sectors.

Table (11): The Role of Technological Innovation in Enhancing the Competitiveness of Media Projects

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
Very Weak	1	2.3	3.2955	0.76492	6.898	Excellent
Weak	5	11.4				
Good	18	40.9				
Excellent	20	45.5				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The results presented in Table (11) reveal a strong and clear consensus among respondents regarding the pivotal role of technological innovation in enhancing the competitiveness of media projects. The data show that the largest proportion of the sample (45.5%) rated the role of technological innovation as **“excellent,”** while (40.9%) considered it **“good.”** In contrast, only a small minority perceived it as weak (11.4%) or very weak (2.3%). Overall, these results indicate that (86.4%) of respondents hold a positive evaluation of technological innovation’s contribution to media competitiveness, reflecting a strong collective awareness of its strategic importance.

From a statistical standpoint, the mean score of (3.2955) confirms a high level of agreement, positioning the variable within the upper range of the Likert scale and indicating a strong perceived impact. The relatively low standard deviation (0.76492) suggests a high degree of homogeneity among responses, meaning that respondents share a consistent perception regarding the importance of technological innovation. Furthermore, the T-value (6.898) demonstrates strong statistical significance, confirming that the observed trend is not random but reflects a reliable and meaningful pattern within the sample.

These findings can be explained by the increasing reliance of media organizations on digital technologies, including content production tools, data analytics systems, artificial intelligence applications, and multi-platform distribution networks. Such technologies enhance productivity, improve content quality, reduce operational costs, and enable media ventures to reach wider and more diversified audiences. As a result, technological innovation has become a central determinant of competitiveness in the contemporary media landscape.

The present findings are strongly supported by the study conducted by Henry Chesbrough and Wim Vanhaverbeke (2018), which emphasizes that firms adopting open and technological innovation strategies are more capable of enhancing their performance, accelerating product development, and responding effectively to market changes. The study further highlights that innovation extends beyond product development to include processes, organizational models, and value creation systems, all of which are essential for maintaining competitiveness in highly dynamic industries such as media and communication.

Table (12): The Impact of Changes in Audience Media Consumption Patterns on Emerging Media Projects.

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
Does not represent a challenge	8	18.2	2.8864	1.08297	2.366	Moderate challenge
Minor challenge	4	9.1				

Moderate challenge	17	38.6				
Major challenge	15	34.1				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The findings in Table (12) show that changes in audience media consumption patterns represent a moderate challenge for emerging media projects. The largest proportion of respondents (38.6%) indicated that these changes constitute a moderate challenge, while (34.1%) perceived them as a major challenge. In contrast, (18.2%) stated that such changes do not represent a challenge, and (9.1%) considered them a minor challenge. These results suggest that although audience behavior shifts are not perceived as the most critical obstacle, they remain a significant factor influencing media entrepreneurship.

Statistically, the mean score (2.8864) confirms a moderate level of perceived impact, while the standard deviation (1.08297) indicates noticeable variability in respondents' perceptions. The T-value (2.366) confirms that the result is statistically significant, meaning that the observed distribution of responses is not random and reflects a real tendency within the sample.

These findings can be explained by the ongoing transformation of media consumption driven by digital platforms, mobile-first usage, and on-demand content services. Audiences increasingly prefer short-form video, personalized content, and interactive platforms, which forces emerging media ventures to continuously adapt their production and distribution strategies in order to remain competitive.

These results align with the study by Pablo J. Boczkowski and Seth C. Lewis, which examined digital news consumption and audience fragmentation in contemporary media environments. The authors found that digital transformation has fundamentally altered how audiences consume news, leading to fragmented attention patterns, platform migration, and increasing demand for personalized and mobile-friendly content. They argue that media organizations must continuously adapt to shifting audience behaviors to maintain visibility and sustainability in digital ecosystems.

Table (13): The Impact of Cultural Diversity on Media Project Content

Response Category	Freq uenc y	Percentage (%)	Mean	Standard Deviation	T- value	Sample Direction
No impact	0	0.0	3.2955	0.76492	6.898	Very strong impact
Weak impact	8	18.2				
Strong impact	15	34.1				
Very strong impact	21	47.7				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The results presented in Table (13) indicate a strong consensus among respondents that cultural diversity has a very strong impact on the content of media projects. Nearly half of the sample (47.7%) rated its influence as very strong, while (34.1%) considered it strong. In contrast, (18.2%) perceived its impact as weak, and no respondents indicated the absence of any influence. These findings demonstrate a clear perception among participants that cultural diversity is a key determinant shaping media content in the Algerian context.

From a statistical perspective, the mean score (3.2955) reflects a high level of agreement regarding the importance of cultural diversity in influencing media content. The relatively low standard deviation (0.76492) suggests a high degree of consistency in respondents' views, indicating limited dispersion around

the central tendency. Furthermore, the T-value (6.898) confirms the statistical significance of the result, reinforcing that this perceived effect is not random but rather a stable trend within the sample.

These findings can be explained by the fact that media content is inherently shaped by social and cultural environments. In culturally diverse societies, media producers are required to address multiple linguistic, cultural, and value-based frameworks in order to effectively reach heterogeneous audiences. As a result, cultural diversity becomes both a challenge and an opportunity, pushing media entrepreneurs to design inclusive, adaptive, and audience-sensitive content strategies.

The present findings are consistent with the study conducted by Stuart Hall, who emphasized that media messages are deeply embedded within cultural contexts and are actively shaped by processes of encoding and decoding across diverse audiences. His work highlights that cultural diversity significantly influences how media content is produced, interpreted, and received, reinforcing the idea that media systems must account for plural cultural meanings in order to remain relevant and effective.

Table (14): The Importance of Providing Diverse and Innovative Content to Adapt to Changes in Audience Consumption Patterns.

Response Category	Frequency	Percentage (%)	Mean	Standard Deviation	T-value	Sample Direction
Not important	2	4.5	3.3864	0.81315	7.231	Very important
Slightly important	3	6.8				
Important	15	34.1				
Very important	24	54.5				
Total	44	100.0				

Source: Prepared by the researcher based on SPSS (Version 27) output.

The findings of Table (14) indicate a strong consensus among respondents regarding the high importance of providing diverse and innovative content to adapt to changes in audience media consumption patterns. This result reflects the increasing recognition of content innovation as a strategic necessity for media sustainability in a highly dynamic digital environment. The majority of respondents (54.5%) considered it “very important,” while (34.1%) rated it as “important,” confirming that media innovation is perceived as a key driver for audience engagement and competitiveness.

This result is supported by the study conducted by Axel Bruns (2018), which examines the transformation of audience behavior in the context of social media and participatory journalism. The study highlights that contemporary media environments are characterized by “produsage,” where audiences are no longer passive consumers but active participants in content creation, distribution, and reinterpretation. Consequently, media organizations are required to continuously innovate and diversify content formats in order to remain relevant and responsive to fragmented and rapidly changing audience preferences.

Bruns emphasizes that the shift toward participatory and networked media ecosystems forces media producers to adopt flexible, adaptive, and multi-platform content strategies. This directly aligns with the present study’s findings, which demonstrate that respondents strongly perceive content diversity and innovation as essential tools for adapting to evolving consumption patterns.

Study Results in Light of the Hypotheses

Hypothesis 1: Media entrepreneurship in Algeria faces major economic challenges, mainly financing and financial sustainability.

The results of the study confirm the validity of this hypothesis, indicating that media entrepreneurship in Algeria is indeed confronted with significant economic constraints, particularly related to funding and financial sustainability.

Table (6) shows that (56.8%) of respondents consider funding a major obstacle, while (20.5%) view it as a minor obstacle. Additionally, (18.2%) perceive it as a moderate obstacle, whereas only (4.5%) believe it does not constitute an obstacle. The mean score (3.2727), standard deviation (0.94902), and T-value (5.401) reflect a strong convergence of opinions toward recognizing funding as a key barrier.

Furthermore, Table (7) reveals that weak financial sustainability is widely perceived as a critical challenge, with (63.6%) of respondents strongly agreeing and (18.2%) agreeing to varying degrees, while no disagreement was recorded. The mean (3.4545), standard deviation (0.79107), and high T-value (8.004) confirm the statistical significance of this consensus.

In addition, Table (8) highlights that competition from major traditional and digital media outlets is also perceived as a significant economic pressure, with (40.9%) indicating a very high impact and (45.5%) a high impact, compared to only (6.8%) who reported a weak effect. The mean (3.2045), standard deviation (0.85125), and T-value (5.490) further support this trend.

Overall, these findings confirm that funding limitations and weak financial sustainability constitute core economic challenges hindering media entrepreneurship in Algeria.

Hypothesis 2: Technological challenges such as weak intellectual property protection and cybersecurity negatively affect the competitiveness of media projects.

The findings strongly support this hypothesis, confirming that technological constraints significantly reduce the competitiveness of media ventures.

Table (9) shows that (56.8%) of respondents believe weak intellectual property protection has a **major impact**, while (18.2%) consider it a moderate factor, and only (9.1%) report no impact. The mean (3.2273), standard deviation (1.03122), and T-value (4.678) indicate a statistically significant effect.

Similarly, Table (10) reveals that cybersecurity is perceived as a critical challenge, with (50.0%) strongly agreeing and (31.8%) agreeing that it threatens the sustainability of digital media projects. Only (4.5%) disagreed. The mean (3.2727), standard deviation (0.87241), and T-value (5.875) confirm a strong consensus.

In contrast, Table (11) highlights that technological innovation plays a **key positive role**, with (45.5%) rating it as excellent and (40.9%) as good. The mean (3.2955), standard deviation (0.76492), and T-value (6.898) demonstrate strong agreement on its importance in enhancing competitiveness.

Therefore, the hypothesis is fully confirmed, as weak intellectual property protection and cybersecurity threats limit competitiveness, while technological innovation emerges as a decisive factor for strengthening media entrepreneurship.

Hypothesis 3: Changes in media consumption patterns create opportunities for developing innovative projects that consider cultural diversity and audience needs.

The results indicate that this hypothesis is partially confirmed, as findings reveal both challenges and opportunities arising from changing audience behaviors.

Table (12) shows that changes in audience consumption patterns are perceived as a **moderate challenge**, with (38.6%) of respondents selecting this category and (34.1%) considering it a major challenge. This highlights the pressure on media startups to adapt to evolving digital consumption behaviors.

However, Table (13) demonstrates that cultural diversity has a **very strong influence** on media content, with (47.7%) of respondents selecting “very strong impact” and (34.1%) indicating a strong impact. This reflects significant opportunities for content diversification and audience expansion.

Moreover, Table (14) shows strong agreement on the importance of providing diverse and innovative content, with (54.5%) considering it “very important” and (34.1%) “important.” This emphasizes the strategic role of innovation in responding to audience expectations.

Based on these findings, the hypothesis is partially validated. While changing consumption patterns present challenges, they simultaneously open opportunities for innovation, content diversification, and better alignment with cultural and audience needs. This requires flexible strategies to ensure the sustainability and competitiveness of media entrepreneurship in a rapidly evolving media environment.

Conclusion

The study on the challenges and opportunities of media entrepreneurship in Algeria is particularly relevant in light of the rapid economic, technological, and social transformations affecting the media industry. The importance of this topic lies in identifying the main barriers that hinder the development of media ventures, as well as the opportunities that can be leveraged to strengthen and modernize this sector in the future.

In addressing the main research problem, the study reveals that media entrepreneurship in Algeria is confronted with a set of economic, technological, and social challenges. However, it also highlights meaningful opportunities for improvement, particularly in technological innovation and content diversification. The key findings related to the research sub-questions can be summarized as follows:

1. Economic challenges

The study shows that funding limitations and weak financial sustainability represent the most significant economic obstacles facing media entrepreneurship in Algeria. Specifically, (56.8%) of respondents identified funding as a **major barrier**, while (63.6%) emphasized the importance of addressing weak financial sustainability. These results highlight the urgent need for sustainable financial support mechanisms for emerging media projects.

2. Technological challenges

The findings confirm the existence of major technological challenges, particularly regarding intellectual property protection and cybersecurity. (56.8%) of respondents stated that weak intellectual property protection significantly affects the competitiveness of media projects, while (50.0%) confirmed that cybersecurity represents a serious threat to the sustainability of digital media ventures. These results underline the necessity of strengthening digital protection frameworks and cybersecurity systems.

3. Opportunities for content diversification

The study indicates that changes in media consumption patterns represent a significant opportunity for developing innovative media projects that reflect cultural diversity and audience needs. In particular, (47.7%) of respondents believe that cultural diversity has a **very strong impact** on media content, which opens new possibilities for content diversification and audience expansion.

Study Recommendations

- Develop innovative financing mechanisms to support emerging media entrepreneurship projects and ensure financial sustainability.
- Strengthen intellectual property protection and cybersecurity through updated legislation and effective enforcement strategies.
- Encourage technological innovation by investing in modern digital tools to enhance competitiveness and improve media content quality.
- Promote cultural diversity in media content to better target diverse audience segments and expand reach.
- Implement training programs for media professionals to enhance digital skills and adapt to ongoing technological changes.

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