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**THE IMPACT OF ENTREPRENEURIAL
ORIENTATION ON ORGANIZATION
PERFORMANCE MEDITATING BY MARKETING
STRATEGIES THE CASE OF IRAQ**

Ban Fakhri Mohammed HUSSEIN

Master's Thesis

Supervisor

Asst. Prof. Dr. Özlem Özarslan SAYDAR

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I hereby declare that all information presented in this graduation project has been obtained in full accordance with academic rules and ethical conduct. I also declare all unoriginal materials and conclusions have been cited in the text and all references mentioned in the Reference List have been cited in the text, and vice versa as required by the abovementioned rules and conduct.

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DEDICATION

For my dearest friends and nearest relatives, I offer this effort. Without the help of many people, my thesis would not have been possible. My professor examined my several revisions and helped me make sense of the chaos. Additionally, I appreciate the help and guidance of the members of my committee.



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ABSTRACT

THE IMPACT OF ENTREPRENEURIAL ORIENTATION ON ORGANIZATION PERFORMANCE MEDITATING BY MARKETING STRATEGIES THE CASE OF IRAQ

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This work aims to analyze the link among the firm's marketing strategies, entrepreneurial orientation, and performance. Moreover, the study also analyzes the mediating effect of marketing strategies between the variables. The data was collected from 312 participants utilizing a questionnaire. The responses were analyzed by using the software, namely AMOS and SPSS. The study's outcome shows that entrepreneurial orientation and one of the dimensions of marketing strategies, i.e., product, positively and significantly influences the firm's performance.

In contrast, the other three dimensions of marketing strategies have an insignificant but positive affect on the firm's performance. The mediation analysis shows that the marketing strategies mediate the association between the variables. The study makes valuable recommendations that can help firms increase their performance.

Keywords: Marketing Strategies, Entrepreneurial Orientation, Firm Performance, AMOS, SPSS.

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1. INTRODUCTION

In today's era, the world has transformed from where humans only strive for two things to survive: clothing and food, and are not interested in choosing other options (Szmigin & Piacentini, 2018). Organizations strive to motivate consumers to purchase their products compared to their competitors. They are working hard to perform better than their competitors. Companies actively observe knowledge correlated to customer preferences and their competitors and attempt to incorporate knowledge by launching different products (Vieira, 2010). In simple words, organizations have now become market oriented. Compared to their competitors, these products are more innovative and process higher values (Ge & Ding, 2005). As an outcome, these companies can get a competitive advantage and improve their performance (Hunt & Morgan, 1995).

Organizational performance is a critical dilemma for every organization, and the task of the managers is to identify those factors that affect performance and take the necessary measures to deploy those (Abu-Jarad et al., 2010). Currently, organizations have realized that organizational performance depends not only on tangible factors but also on non-tangible factors (Masa'deh et al., 2018; 2016). For example, a review of the research demonstrates that entrepreneurial orientation is the most critical factor that affects how well a company does (Presutti & Odorici, 2019).

Thus, the business dynamics are changing rapidly, and firms, regardless of their size and scope, are looking for new dimensions and opportunities, for which possessing an entrepreneurial orientation is identified as extremely important (Wiklund & Shepherd, 2005). Entrepreneurial orientation motivates firms to try new products or services, motivates them to innovate, and makes them more proactive than their competitors while identifying new opportunities in the market (Covin & Slevin, 1991). It is a concept that defines an organization's mindset involved in the search for new businesses and offers a valuable framework for finding entrepreneurial activity. The entrepreneurial orientation concept is derived from entrepreneurship and explains the organization's practices and decision-making style adopted to distinguish itself from competitors. For instance, Covin and Slevin (1989) explained that it is a proposition of how

companies perform entrepreneurially and realign their operations, explore new market openings, and enter a new marketplace. Many academicians have employed the entrepreneurial orientation concept to explain the consistency in processes (Knight, 2000). It includes activities such as decision-making, analysis, planning, and other dimensions of a company, such as mission, culture, and values (Hart, 1992). In other words, it has been observed as an organization's strategy to enact its vision and purpose and gain a competitive advantage (Lumpkin & Dess, 2015).

Due to the numerous benefits, the entrepreneurial orientation has captured the attention of scholars and has become one of the significant concepts in the entrepreneurship domain. Its importance has been continuously researched with numerous ideas, but one of the most focused concepts was firm performance (Keh et al., 2007). It is also considered one of the critical elements for the organization's performance (Isichei et al., 2020). The organization's market share, profitability, and sales volume are linked with the organization's entrepreneurial orientation (Stevenson & Jarillo, 1990). Therefore, the entrepreneurial orientation dimensions, i.e., proactiveness, risk-taking and innovativeness are aligned with firm performance. Numerous studies have concluded that a strong association is found between them (Isichei et al., 2020), but still, its impact is unpredictable (Gupta et al., 2020). It can bring significant losses or gains (Wiklund & Shepherd, 2003), specifically in mid-size and small-size enterprises (Wales et al., 2013; Arunachalam et al., 2018). Mixed findings are reported concerning the variables. Some studies reported that the association between the two is positive (Wiklund, 1999). Companies with a high level of entrepreneurial orientation constantly monitor or scan their surroundings to explore new prospects and improve their competitive positions (Covin & Miles, 1999). In scanning their surroundings and monitoring activities, organizations look for information that helps them fulfill their customer's needs and wants, manage their risk, and encounter their competitors. At the same time, some reported that the association between the two variables was negative. According to Hart (1992), entrepreneurial orientation strategies attempt to minimize performance by creating role imbalances between organizational employees and top management. Moreover, it is also evident from previous studies that the association between the

two variables is complicated and can be influenced by other predictors (Andersen, 2021; Kusa et al., 2021).

Along with entrepreneurial orientation, a successful marketing strategy is a substantial factor that tells firms where they stand in the long run. It can be defined as the marketing logic that corporations consume to attain their goals related to marketing. It involves the right mix of four components, i.e., product, promotion, place, and price. The marketer must develop an effective strategy with the right mix of all four components if he/she wants that product to succeed in the market. It also includes particular policies for the marketing mix, budgets and target markets (Daniel, 2018). According to Hughes and Morgan (2007) and Moorman and Day (2016), a marketing mix is a collection of tasks that must be integrated into the firm's processes and require adaptation.

An effective marketing strategy helps the organization attract new consumers and be competitive in the market. A profound strategy also helps firms avoid huge losses, and the critical part of the strategy is the marketing mix strategy (IDRIS, 2021). Kotler (2018) stated that the marketing mix is bifurcated into 4P's and 4Cs. The 4P's are referred to as a place, promotion, price, and product, while the 4Cs are communication, consumer, convenience, and cost. The 4P's indicates that the company should consider these 4 elements as it is one of the most potent marketing strategies while marketing their products and services.

Effective marketing can increase organizational performance by enhancing customer equity, consumer satisfaction, and consumer equity (Fornell et al., 2006). Each component helps the organization improve its performance. For example, suppose the organization has a variety of product lines and constantly improves its quality, creating a positive and enduring impact on sales or profitability (Ataman et al., 2010). The lengthy product line also improves the performance of the organization. Moreover, organizations that focus on promotion and high advertising will increase brand awareness and a stronger brand image, allowing the firm to increase sales (Blattberg and Neslin 1993). In addition, if the firms ensure distribution by making their products readily available, it increases the demand for the product, which acts as a strong indicator for both probability and sales of the companies (Sharma et al., 2019).

Thus, one of the essential beliefs derived from modern marketing and entrepreneurship is that entrepreneurial orientation and market capability contribute to firm performance (Grinstein, 2008; Shin & Aiken, 2012). The linkage between the three variables is straightforward. Organizations that identify entrepreneurial opportunities and use their marketing skills efficiently help them attract new customers and, more precisely, improve their performance (Ali et al., 2017).

1.1 PROBLEM STATEMENT

1.1.1 Research Problem from theoretical perspective

On analyzing the previous studies, it has been noted that the association among the considered variables, i.e., entrepreneurial orientation, marketing strategies, and firm performance, has been explored individually on a large scale. One strand of literature has analyzed the nexus between performance of the firm and entrepreneurial orientation (Basco et al., 2020). Shirokova et al. (2016) analyzed the nexus between firm performance and entrepreneurial orientation and suggested that the concept be replicated in different economies to enhance the validity of the outcomes. The second literature has examined the nexus between marketing strategies and firm performance (Daniel, 2018; Goh et al., 2019). At the same time, the third strand of literature has explored the combined link between entrepreneurial orientation, marketing strategies, and firm performance (Pratono & Mahmood, 2015; Lekmet et al., 2018). However, this association is rarely explored.

The association concerning entrepreneurial orientation, marketing strategies, and firm performance has been explored in advanced and emerging countries (Galbreath et al., 2020; Keh et al., 2007). Concerning Iraq, the association has been explored in SMEs (Zeebaree & Siron, 2017; Aljanabi, A. & Mohd Noor, 2015); the tourism industry (Kareem et al., 2020); and the banking sector (Alazzawi, 2020); but the Iraq retailing industry is still ignored. To the best of our belief, no literature has been done in the context of Iraq that analyzes the individual and the mediating influence of marketing strategies on entrepreneurial orientation and performance of the Ministry of Construction and Housing and Public Municipalities companies. By doing this

research, the explained gap will be filled, and this study will add to the literature in several ways, including the following:

- a) What are the most important conceptual and philosophical foundations of the study variables (entrepreneurial orientation, marketing strategies, and organizational performance), and what are the reasons for making these variables a new topic in managerial thought?
- b) What are the most common intellectual and philosophical perspectives and approaches that explain the variables of the study?
- c) What is the intellectual debate of the concepts put forward by previous researchers, which are characterized by contradiction and overlap for the variables of the study?

This is the first research that looked at how the companies run by the Ministry of Construction and Housing and Public Municipalities market themselves, how entrepreneurial they are, and how well they do. This research also looks at how marketing strategies affect entrepreneurship and an organization's performance.

1.1.2 Investigate the Problem from a Practical Perspective

Through the researcher's field experience and her frequent visits, we found that the companies of the Ministry of Construction and Housing and Public Municipalities practice the orientation, marketing strategies, and performance in a manner that does not meet the determination, as they did not adopt the modern administrative philosophy for each of them. Little understanding and scientific awareness were found related to the considered variables, which motivated us to execute this research. The question embodied the prime research problem: (Were the companies of the Ministry of Construction and Housing and Public Municipalities able to apply the entrepreneurial orientation in a manner that resulted in improvement of organizational performance through marketing strategies?)

1.2 QUESTIONS FOR RESEARCH

In this study, the following research questions are analyzed:

- a) How can marketing strategies as a mediating variable contribute to improving the association between entrepreneurial orientation and firm performance?
- b) What is the impact of entrepreneurial orientation on the performance of the firm?

- c) What is the impact of marketing strategies on firm performance?
- d) How do the study variables relate to each other?

1.3 RESEARCH IMPORTANCE

The significance of the current research is grounded in its role in explaining the impact of the entrepreneurial orientation and its dimensions (creativity, proactiveness, risk-taking, and independence) in improving the performance of the organization. To be aware of the importance of organizational performance as it achieves an economic return and a social impact for the ministry and its members. All organizational interactions must adopt marketing strategies focusing on its dimensions (product, pricing, place, promotion) and work to build the spirit of change and make it a modern culture added to the culture. The Ministry and the current study resulted from the lack of earlier studies that collected and dealt with these three variables, as they are important topics that should be taken care of. The significance of the research can be reflected as:

This research attempts to develop a current image of how firms aim to access and collect knowledge related to the framework. We put all the essential factors—entrepreneurship, marketing strategies, and performance—into one study. We are using the latest developments related to the topics of the study (entrepreneurial orientation, marketing strategies, and organizational performance) to explore the correlation among these variables.

An attempt to present the latest findings of administrative thought about the variables investigated.

The examining of variables in the Ministry of Construction and Housing and Public Municipalities will be helpful in raising awareness of the level of quality of its outputs. Identifying the capabilities and capabilities of the Ministry of Construction and Housing in the field of pioneering orientation and improving its organizational performance by mediating marketing strategies. Bridging the gap between the theoretical and applied framework, which helps the organizations to implement, overcoming delays in their strategic performance in light of that gap, and providing these organizations with new knowledge that contributes to building their future.

This study's findings will benefit the organizations' marketing managers. Based on the outcome, they clearly understand what entrepreneurial orientation is and how it will help them boost their competitiveness and performance. Moreover, this work also provides implications for practitioners and entrepreneurs by combining entrepreneurial orientation with a different factor, i.e., marketing strategies, to strengthen and improve their performance by understanding the importance and role of marketing.

1.4 THE STUDY'S DISPOSITION

The rest of the report will follow the same pattern.

A literature review will be discussed in chapter 2. This part discusses the details related to the previous studies. The theory, variables, hypotheses and conceptual model are discussed in chapter 3. The methodology is discussed in Chapter 4: This part details the research design, data collection, and the questionnaire. Data analysis is discussed in chapter 5. In this part, the information related to the results is discussed. The conclusion is discussed in chapter 6. In this part, the conclusion and the recommendations of the study are discussed.

2. LITERATURE REVIEW

Table 2.1: Summary of Literature Review

Authors	Year	Objective	Methodology	Statistical Software	Findings
Abdulrab, Alwaheeb, Al-Mamary, Alshammar, Balhareth, Soltane and Saleem	2022	The research examined the nexus between entrepreneurial orientation, technology orientation, marketing orientation and financial and non-financial performance.	The data was taken from 206 owners/managers belonging to SMEs in Saudi Arabia.	The PLS-SEM software was utilized.	The result shows that entrepreneurial orientation has a significant association with financial performance but insignificant association with non-financial performance. Whereas, technology orientation, and marketing orientation have a significant association with both financial and non-financial performance.
Liu and Xi	2021	The research examined the nexus between entrepreneurial orientation of CEO and firm performance.	The multi-source data was taken from 762 middle managers belonging to 198 Chinese firms.	They utilized the Monte Carlo simulation method by employing the R software	The findings shows that the association between the two variables is significant.

Table 2.1: Summary of Literature Review “tables continued”

Ferreras-Méndez, Olmos-Peñuela, Salas-Vallina and Alegre	2021	The research examined the nexus between entrepreneurial orientation and new product performance. Moreover, the mediating effect of business model innovation is also analyzed.	The data was taken from 400 employees of SMEs of Spain.	The result was analyzed using PLS-SEM software.	The findings shows that entrepreneurial orientation acts as a significant predictor of new product performance. In addition, the association is partially mediated by business model innovation.
Hina, Hassan, Parveen and Arooj	2020	The research analyzed the nexus between the entrepreneurial orientation, organizational learning and firm performance. Moreover, the environmental turbulence moderating effect is also analyzed in the study.	The data was taken from 250 employees belonging to the software house of Pakistan.	The PLS-SEM software is analyzed to examine the association.	The findings shows that the association between the entrepreneurial orientation and firm performance is significant. Moreover, organizational learning mediates the association between the two variables. In addition, environmental turbulence also moderates the association.

Table 2.1: Summary of Literature Review “tables continued”

Galbreath, Lucianetti, Thomas, and Tisch	2020	The research analyzed the nexus between the entrepreneurial orientation, and firm performance. Moreover, the competitive strategy moderating effect is also analyzed in the study.	The data was taken from 229 for-profit firms in Italy.	The result is analyzed by applying the moderated regression analysis.	The result shows that the association between the entrepreneurial orientation and firm performance is significant. With respect to moderating influence of competitive strategy, the differentiation strategy influences the association positively while low-cost negatively.
Habib, Bao & Ilmudeen	2020	The research analyzed the link between entrepreneurial orientation, market orientation, green supply chain practices and firm performance. Moreover, the study also analyzed the mediating role of green supply chain practices on entrepreneurial orientation, market orientation and firm performance association.	The sample was taken from 246 employees belonging to the textile manufacturing companies of Bangladesh.	The data was taken from PLS-SEM software.	The outcome shows that the association between the entrepreneurial orientation, market orientation, green supply chain practices and firm performance is significantly positive. Moreover, the green supply chain practices mediates the association between entrepreneurial orientation and firm performance.

Table 2.1: Summary of Literature Review “tables continued”

Olorunleke and Kolade	2020	The study analyze the link between marketing strategies and firm performance.	The data was taken from 100 respondents of pharmaceutical company in Kwara State of Nigeria.	The linear regression model is applied.	The result shows that all the four variables i.e., product, place, price and promotion are significant predictors of firm performance.
Basco, Hernández-Perlines and Rodríguez-García	2020	The study analyze the association between entrepreneurial orientation, and firm performance in three different countries.	The data was taken from SMEs of three different countries i.e., Spain, Mexico and China.	The software used in this study was PLS-SEM.	The study shows that the association between the two variables are significant. Moreover, all the three indicators of entrepreneurial orientation i.e., risk taking, proactiveness and innovation, affects the firm performance.
Al-Surmi, Cao and Duan	2020	The study examines the nexus between the IT strategies, marketing strategies and firm performance.	The data was taken from 242 managers in Yemen.	The MANOVA and SEM is used to analyze the association.	The result shows that both IT and marketing strategies acts as a significant factors in firm performance.
Lekmat, Selvarajah and Heweg	2018	The study examines the nexus between the entrepreneurial orientation, market orientation and firm performance. The study also analyze the mediating role of marketing capabilities on the association.	The data was collected from SMEs employees working in retail and service companies. In total 405 sample was taken.	The PLS-SEM was utilized for analysis.	The outcome shows that market orientation influences the firm performance directly and indirectly. Whereas, entrepreneurial orientation influences the firm performance indirectly via marketing capabilities.

3. THEORETICAL BACKGROUND

One of the most widely used theories in the management literature is the Resource-Based View (Runyan et al., 2006; Beard & Sumner, 2004). The idea of this theory is based on the utilization of unique resources by the firm to gain a competitive advantage (Peteraf, 1993; Wernerfelt, 1984). One of the most searched areas in strategic management was identifying those sources that help the organization gain a competitive advantage (Grant, 1991; Wenerfelt, 1984). At the start of the 1960s, most studies used a single framework to understand the competitive advantage (Ansoff, 1965; Andrews, 1971). Most of the studies on competitive advantage either focus on its weaknesses or strengthen its threats and opportunities (Porter, 1980; Ansoff, 1965) or explore how these are harmonized while selecting a strategy (Hofer and Schendel, 1978). However, these approaches are doubted by the researchers in order to understand the organization's growth (Barney, 1991).

Barney (1991) stated that using resource-based theory to analyze the organization's weaknesses or strengthen them depends on two assumptions. Based on the idea of Penrose (1959), Barney's work assumes that organizations can be considered hubs of productive resources, and this hub of resources varies from organization to organization. This assumption contributes to resource heterogeneity within the firms. The second assumption was driven by the work of Ricardo (1966) and Selznick (1957). This assumption assumes that within organizations, some of the resources are inelastic in supply or very costly to copy. This assumption contributes to resource immobility.

One of the salient features of the resource-based theory is that it focuses on the organization's internal forces, which can be linked with the pioneering study of Penrose (1959). Later on, the resources of the firm act as a foundation while developing a strategy (Miller & Shamsie, 1996). When using or referring to resource-based theory, numerous authors, such as Runyan et al. (2006); Lippman and Rumelt (1982); Finney et al. (2005); Grant (1991), emphasize that capabilities and resources are essential for the organization to gain performance and maintain competitive advantage.

Several amendments have taken place at different strategic levels, and all of the changes have contributed to the term resource-based view being what it is now. The resource-based theory explains the organization in terms of the resources it integrates. Penrose (1959) stated that an organization is not just a unit. It is a hub of resources. According to Wernerfelt (1984), the term "resources" is limited to those features that help the organization improve its effectiveness and efficiency. Miller and Shamsie (1996) argued that resources should be able to avoid losses or risks and generate income or profit. At an initial level, the availability of firms allows the firm to gain a competitive advantage. However, later on, when firms succeed in getting a competitive advantage to maintain their performance level, organizations require heterogeneous resources and are difficult to imitate, substitute, or created by other organizations. Resources are both intangible and tangible. Intangible resources include reputation, skills, knowledge, and entrepreneurial orientation, while tangible resources involve location, capital, and access to capital, among others (Runyan et al., 2006).

In this way, the resource-based theory argues that firms are diversified in nature, with a distinction in the specialization degrees that provokes a limited transfer of resources due to the magnitude and difference in nature (Amit & Schoemaker, 1993). Hence, the prime reason behind the growth and success of firms depends on the firms' superior qualities and resources that help them to gain and maintain competitive advantage (Peteraf, 1993). On the contrary, some authors argue that only the enhancement of resources is not enough for the firm to gain a competitive advantage and performance (Chandler and Hanks, 1994; Grant, 1991). They argue that it can only be possible if the organization can transform resources into capabilities, which leads to superior performance. They have better resources and distinctive competencies to perform better than others.

Numerous resources can be classified into the following categories: (i) intangible and tangible resources, (ii) strategic resources; (iii) human and organizational resources; (iv) technological resources; (v) social resources; and (vi) location resources and capabilities.

For some scholars, capabilities include organizational resources and competencies (Pavitt, 1991; Prahalad and Hamel, 1990; Penrose, 1959) and intangible assets (Itami, 1987). The term "capabilities" has been used frequently to describe groups of assets, individual qualifications,

and accumulated knowledge applied through organizational processes that allow for better resource utilization and activity coordination (Schulze, 1994). There is a critical difference between capabilities and resources. Resources are the unit of analysis that can act as an input in the production process (Beard & Sumner, 2004; Grant, 1991). The organization's resources include brand names, intellectual assets, capital equipment, and patents. While capability is the capacity of the team to fulfill an activity or task (Hitt et al., 2003), For the firm, resources act as the organization's capabilities, which can be used to gain a competitive advantage. In the resource-based theory, the capabilities approach acts as a theoretical stream. The resource-based theory argues that, on the one hand, organizations constantly create new capabilities; on the other hand, the competitors in the market improve their competences or imitate the most efficient competences of other organizations. This approach highlights the importance of internal processes and capabilities but also focuses on the management capability that manages the internal processes (Teece & Pisano, 1994). Technological competence is also essential for firm performance and business diversification (Granstrand et al., 1997).

Therefore, the theory on which the foundation of this study is based is the resource-based view. The theory was given by Barney (1991). The theory has been developing for decades, including its connection with the competitive advantage theory, the firm growth theory, and the dynamic capability theory. The theory states that the resources companies can act as an internal component, and their effective utilization helps organizations gain competitiveness and performance (Newbert, 2006). According to Penrose (1959), the theory argues that the organization's growth depends on resource recruitment. Barney (2001) stated that the theory plays a significant part in predicting the main predictors of firm performance by concentrating on developing a new capability. The concept of entrepreneurial orientation (EO) is one of them. The theory is closely linked to an organization's entrepreneurial orientation as it helps the organization take risks and involves identifying novel ideas and proactive skills that lead to organizational performance (Isichei et al., 2020). According to Covin and Wales (2012), entrepreneurial orientation (EO) refers "to the efforts of entrepreneurs to seize business opportunities, which constitute proactive behavior, innovation-driven, and risk-seeking ability." Boxall (2013) said entrepreneurs could develop specific skills because of their process skills, knowledge, personalities, and networks.

The theory is also associated with organizational performance, implying that internal components are essential for a competitive organizational edge and improved performance. The theory defines the organization's internal resources as financial, human, tangible, and organizational resources (Barney, 1991). Organizations should utilize these resources efficiently to improve performance (Anderson et al., 2015).

3.1 VARIABLE DESCRIPTION

3.1.1 Performance of the Organization

The idea of firm performance varies from company to company and depends on their orientations, goals, and understanding of the managers. Hammoud and Al-Lawzi (2008) argued that firm performance is driven by its competitive, technological, and environmental factors. In addition, it also involves the identification of opportunities, threats, and alternative and existing strategies. Firm performance can be measured with three different measures, such as:

Financial performance: This narrow concept involves only the financial indicators, i.e., growth and profitability.

Operational performance + financial performance: In this measure, the efficient use of resources is added. It involves the operational indicators, i.e., the production of new products and market shares.

Organizational Effectiveness: This concept can be explained broadly as the extent to which a company can obtain success by meeting its objectives (Craft & Neal, 1990).

In management, numerous studies have reported that firm performance is one of the essential variables. Organizational performance can be explained as the ultimate productivity of a firm as per its objectives and goals (Lee & Chu, 2013). Organizational performance is critical in implementing, monitoring, and developing strategic policies and plans based on future objectives (Teeratansirikool et al., 2013). Gave et al. (2011) argued that the growth of an organization depends on its performance. Ho (2008) stated that organizations achieve targets via organizational performance. According to Ndofor et al. (2011), the fundamental pillar on which the organization's existence depends is its performance. Richard et al. (2009) stated that

it is an outcome derived from the set activities and depicts how far the organization can achieve its goals.

One of the significant predictors that every company strives to attain is performance. It is because it directly contributes to the firm's development and helps them increase and improve their existing services. At the same time, the decrease in performance deteriorates the services. By analyzing the performance, the proficiency of the firm can be determined. Performance at every level is essential, which includes groups and individuals. No firm can survive without analyzing the performance and effectiveness of groups and individuals (Dessler, 2007). Performance is how well the tasks that make up an individual's or organization's work are done. It also shows how well an individual meets work requirements, which means that performance is a way to measure results.

3.1.2 Entrepreneurial Orientation and its Drivers

It is defined as a work strategy and the preparation of practices for those businesses that the organization uses in identifying and introducing new projects to the market. This orientation toward institutional entrepreneurship has become more critical under globalization and the speed of environmental change. Identify opportunities and take risks ahead of competitors (Alegre & Chiva, 2009, p.6).

It is defined as the willingness to work independently, innovate, take risks, and carry out initial or preliminary activities when facing market opportunities. The idea of entrepreneurial orientation must be distinguished from the concept of entrepreneurship in the project, mainly related to entering into a new project and reflecting the organization's orientation towards exploiting market opportunities. It is related to answering many questions, such as: What is the project we want to solve? Moreover, how can we contribute to the completion of the new project? (Richard & Barnet, 2004:257). Entrepreneurial orientation is a structural process at the level of the institution and is closely related to its strategic initiatives and the process of making strategic decisions within it (Richard & Barnet, 2004:257).

Covin and Wales (2019) stated that one of the main characteristics of any organization is entrepreneurship, which is considered a search for opportunities. Gartner (1989) stated that

entrepreneurship involves a set of activities that help in the formation of an organization. The entrepreneurial characteristics are considered resources for the organization and the entrepreneur (Alvarez & Busenitz, 2001). Generally, scholars consider entrepreneurs as people who are risk-takers and innovators (Schumpeter, 1934). Schumpeter (1934) stated that innovation is one of the most significant characteristics that act as a single function for the entrepreneur. Most of the literature on entrepreneurship concludes that entrepreneurs are homogenous (Stewart et al., 2003). Concerning operational definition, disparate and similar versions of the definition are found. One of these includes "one who is innovative and takes the initiative (Schumpeter, 1934); one who has a personal value orientation (Gasse, 1982); one who is innovative and growth-oriented (Carland, Hoy, Boulton, & Carland, 1984); one who displays competitive aggressiveness (Covin & Slevin, 1989); one who undertakes a "new entry" (Lumpkin & Dess, 1996); or one who simply owns and actively manages a small business (Stewart & Roth, 2001)". Thus, any definition can be used and fit within the scope of the study.

Stevenson and Jarillo (1990) stated that entrepreneurial orientation is usually based on the concept of exploitation and exploration of opportunities. One of the essential ingredients of entrepreneurship is the pursuit of opportunity. Miller and Friesen (1983) initially defined and developed the concept of entrepreneurial orientation. Since then, this concept has been used in several studies focusing on industries, countries, and cultures. Miller and Friesen (1983) argued that firms that focus on entrepreneurial orientation could innovate regularly and courageously while capturing significant market risks and product strategies. For Miller (1983), entrepreneurial orientation firms are those involved in the process of product and market innovation on their own and take such decisions and actions that are slightly risky and usually gain a competitive advantage due to their proactive innovation, which makes them superior to their competitors.

Covin and Slevin (1989) explained entrepreneurial orientation as the process, activities, and practices that help the firm or individual to enter into new opportunities. Lumpkin and Dess (1996) explained it as a modern entry-focused managerial activity, process, and practice. Van de Ven and Poole (1995) stated that it is developed from the decision-making processes where

the current chances are efficiently utilized by determined enactment and by the unoccupied options in the market (Abebe, 2014).

Some authors measured entrepreneurial orientation in risk-taking, innovativeness, and proactiveness (Miller, 1983). While some authors claim that it is one-dimensional and has no dimensions (Covin & Wales, 2012), others claim it is two-dimensional. Lumpkin and Dess (1996) explained entrepreneurial orientation with respect to five dimensions. Many scholars have used the five dimensions to measure and recommend them (Miller, 1983; Lee & Lim, 2009). George and Marino (2011) stated that entrepreneurial orientation dimensions are interlinked, but they may differ autonomously based on organizational, environmental, and cultural perspectives or in a scenario where a firm is involved in a new entry (Zhao et al., 2011). Lumpkin and Dess (1996) explained entrepreneurship, as a new entry or the firm's growth. Entrepreneurship also happens in existing companies through informal and formal activities to start new ventures within the existing companies via process or product innovations and market growth. Zahra (1991) identified entrepreneurial orientation as a significant predictor of firm performance. According to Morris (1998), entrepreneurship varies within companies in terms of amount and degree. This variation in entrepreneurship concerns the number of risky businesses and the level of engagement in product invention. Covin and Slevin (1991) established a scale to measure these variations and named their entrepreneurial orientation.

Hisrich (1992) defined entrepreneurial orientation as initiating new designs and ideas with value addition by devoting effort and definite time, presuming social, psychological, and financial risks, and achieving self-satisfaction and financial rewards. Wiklund and Shepherd (2003) defined it as "how a firm is organized to discover and exploit opportunities" reflected by the policies that act as a foundation for entrepreneurial actions. Rauch et al. (2009) stated that for an organization, entrepreneurial orientation involves developing a strategy that delivers the "basis for entrepreneurial decisions and actions." Moreover, it has a profound impact on performance compared to organization size and national culture.

Finally, Kollmann and Stockmann (2014) interpreted entrepreneurial orientation as an organization's willingness to get involved in entrepreneurial behavior. In previous studies, a few dimensions have been applied. Lumpkin and Dess (1996) were the first to define entrepreneurial

orientation as a multi-dimensional construct. Similarly, recent research has identified more dimensions of it, including autonomy, corporate venturing, and strategic renewal (Karimi & Walter, 2016). In entrepreneurship research, entrepreneurial orientation is the most commonly used firm-level constructs (Covin & Lumpkin, 2011).

Previous studies have indicated that entrepreneurial orientation significantly affects an organization's growth and performance. Zhang (2012) stated that the link between the two variables is positive. Saeed et al. (2014) meta-analysis concluded that entrepreneurial orientation is a key predictor for performance of the firm. Chaston and Sadler-Smith (2012) stated that high-growth small organizations have the best internal capabilities that shape the organization's entrepreneurial orientation and performance. Entrepreneurial orientation and its dimensions shape the company's performance. One of its dimensions of it is risk-taking. Risk can be explained as the opportunities and threats that can bring negative or positive outcomes to numerous activities and complement uncertainty (Islam et al., 2008). Each firm is exposed to different kinds of risks, which stem from numerous forces (Mutezo, 2013). One of the characteristics of entrepreneurial activity is the high level of risk. From the organization's perspective, risk-taking can be defined as "the degree to which managers are willing to make large and risky resource commitments—i.e., those which have a reasonable chance of costly failure" (Miller & Friesen, 1978).

i. Risk-Taking

It can be defined as a person's capability to measure economic and psychological confrontation and possible risks and then take suitable actions to overcome them (Ahmed & Barham 1998). Robert and Meier (2001) explained that risk-taking is more than the probability of failure and involves the process of getting a reward once the proposed plan is achieved. According to Bostijan (2003), no framework or limits exist to explain risk behavior in people and organizations. If there is no low-risk new project, the person working on this project is considered an ordinary individual. If there is a high risk in a new project, the people working on it are considered entrepreneurs. Their risk-taking behavior is measured in terms of economics at first and, later on, social, psychological, and behavioral second. Bostjan (2003) stated that the

company's willingness to take risks is connected with the people working in the organization, the company's nature, and expected returns.

One of the oldest feature of an entrepreneur was is to take risk (Lumpkin & Dess, 1996). The idea of risk tasking involves the uncertainty of losing the money or capital invested in the business and the salary or wage lost by not doing a job in any other organization. The term "risk" has multiple definitions and meanings, which vary from context to context and application. From an organizational perspective, Baird and Thomas (1985) defined different risks: (i) heavy borrowing, (ii) investing a considerable amount in assets, and (iii) unknown venturing. The last two risks are defined in the entrepreneurship literature as psychological, social, or personal risks (Gasse, 1982).

In the entrepreneurial orientation, risk-taking can be evaluated via an organization's propensity to get involved in risky ventures. It also explains the manager's willingness to take cautious versus bold decisions to fulfill objectives of the company (Lumpkin & Dess, 1996). The risk-taking dimension of entrepreneurial orientation, along with its other dimensions, helps pursue opportunities and determines the entrepreneurial initiative's performance.

ii. Innovativeness

Creativity is explained as the deployment of an idea initiated within the firm or taken from an outside firm. This idea can be related to a process, system, policy, program, or service. The idea should be new to the firm when employed (Al-Harashah and Al-Heti, 2006, quoting from Harem, 1997). Some authors also explain creativity as the application of an idea early in a firm compared to other firms available in the market with similar goals. Others define it as the successful use of new processes, products, or programs that emerge as an outcome of organizational decisions (Al-Harasha & Al-Heti, 2006).

Innovativeness is another dimension. The dimension of innovation is derived from the early work of Schumpeter (1934), who stated that entrepreneurs are innovators. Later on, this concept was primarily acknowledged in the literature. It is explained as the capability of the company to enter new opportunities and back up new methods, processes, and ideas. Lumpkin and Dess (1996) stated that innovativeness brings new technologies, processes, and services. Innovation

can be brought in visual merchandising, management processes, and human resource practices to help businesses improve their performance. It is one of the essential dimensions as it shows how the organization can hunt for new openings (Lumpkin & Dess, 1996). It helps the organization grow (Chen, 2017). In an organization, innovativeness helps them to achieve competitive advantage and market value (Feeny & Rogers, 2003). The association between performance and innovativeness is positive and can be influenced by numerous predictors, such as market engagement or social capital (Rass et al., 2017; c). Innovativeness can be shaped by research and development intensity, purchasing advanced equipment and machinery, technological advancements, and employing qualified staff and people (de Oliveira et al., 2018). It is one of the essential dimensions as it explains how an organization can get new prospects (Lumpkin & Dess, 1996). The association between innovativeness and firm performance can be positive or negative or have no association (Rangers & Slavec, 2017; Kandybin, 2009).

The organization's physical environment plays an integral part in providing the climate and encouraging creativity. The flexible administrative system and the climate in which trust relations prevail among its members and the cooperative team spirit encourage the creative behavior of employees. According to the study (Al-Harrasha and Al-Heti, 2006, citing Al-Amyan and 2002), the following studies in organizations have shown that they help develop organizational creativity:

- a. Encourage employees to put forward ideas, listen to and respect them, encourage free discussion and concern for others' opinions, and acknowledge their achievements.
- b. They are finding effective communication channels that allow free information and persons to discuss their thoughts.
- c. Focusing on the organization objectives and procedural matters should not be given more attention.
- d. Encourage competition within employees to communicate new ideas.
- e. Providing support (moral and material) to creators and their projects.
- f. Studying new ideas seriously, paying attention to them, and applying the useful ones.

It should also be noted that the distinction between the two terms "innovation" and "creativity" should be noted. As seen by successful entrepreneurs, innovation is related to the ability to

discover new, distinctive ideas that have no origin (Bhide, 1994). As for creativity, it is connected to the capability to apply these ideas and put them into practice in the form of a service, a commodity, or a process that the firm gives to their consumers (Al-Sheikh, 2004) and (Amabile, 1998:78) believes that innovation is the ability to express ideas of high originality and that these ideas are ideal in terms of their suitability for use and their applicability.

Joseph Schumpeter comments on innovation by saying that innovation does not need to result in radical changes or the birth of a star, such as a luxurious steel factory or the invention of an engine that works in a new way. However, it may be simpler than that, but it attracts a large audience and draws attention or solves an existing problem, such as putting forward a new type of food product on the market (Morkokiannis, 2006).

iii. Proactiveness

Proactiveness can be defined as an attribute that helps the individual anticipate opportunities or problems before their occurrence, get ready for the difficulties, or take benefits of the prospects. Miller (1983) stated that entrepreneurial organizations are the firms that initiate proactive innovations. Although both innovation and proactiveness are reactive, proactiveness is more dependent on initiating activities and pursuing opportunities (Covin & Slevin, 1989). The organizations that are proactive explore new operations, whether they are relevant to their existing business or not, eliminate operations and introduce new products that make them superior to their competitors (Venkatraman, 1989). Entrepreneurs with proactive attributes want to take over the market as leaders (Lumpkin & Dess, 1996). Covin and Slevin (1989) argued that proactive entrepreneurs are competitively aggressive. Competitive aggressiveness can be explained as the ways in which business owners or organizations respond to or relate to their competitors. Specifically, it explains the inclination of the organization to challenge their competitors with strength (Lumpkin & Dess, 1996).

Caruana (2006:16) refers to proactivity, which is the ability to take high risks to a greater degree than the environmental conditions surrounding the organizations expect. On the other hand, Bateman and Crant (2006:116) reported that proactive behavior has several characteristics and features, the most important of which are:

- a. To seize opportunities in the market that are not linked to the current operations and activities of the organization.
- b. Proactiveness is associated with introducing new and rare products that are different from the competitors' measures.
- c. Being proactive means making plans for operations that are getting less important over the life of the product.

Proactiveness is also considered as a sub-indicator. It can be explained as "those processes aimed at anticipating and acting on future needs by seeking new opportunities which may or may not be related to the present line of operations; the introduction of new products and brands ahead of the competition; and strategically eliminating operations which are in the mature or declining stages of their life cycle" (Venkatraman, 1989). It is important for entrepreneurial activities as it displays a forward-looking approach. It can be evaluated by measuring the firm's willingness to lead the development of new services or products, technologies and procedures (Lumpkin & Dess, 1996). To conclude, the entrepreneurial orientation dimensions, are considered the factors that help organizations improve their performance. Proactive behavior takes a lot of energy and time from the organization through monitoring customers and competitors, surveying the market in the long term, searching for scarce resources and various competitive information, and that the degree of proactiveness depends largely on the elements of the external environment and its various variables (Mubarak, 2009: 215).

iv. Autonomy

Individuals and entrepreneurial organizations seek independence from the standards and controls of others to maintain a stable viewpoint in the face of conflict or reduce demoralization at the beginning of the project towards seizing a new opportunity and expressing confidence in the ability to complete a difficult task or overcome a challenge (Garzon, 2010:5). One of the most important characteristics of entrepreneurial organizations is the concept of proactiveness that combines the dimensions of creativity and risk tolerance. It represents the desire and tendency to take the initiative in acquiring new opportunities and generating ideas that were not previously presented. It is also effective for dealing with internal and external customers (Christensen & Caves, 2004:91). Entrepreneurs differ from other managers or leaders based on

their personality, as they are dominant, and able to deal with stress, stress, compliance, and competition; they are not easily influenced by emotions, as socialization is not affected by them like other managers, and include a the independence of possession (vision, care, empowerment, communication, trust, experience, and knowledge) depends largely on the cultural factors. To conclude, the four dimensions are considered the contributors that help organizations improve their performance.

3.1.3 Marketing Strategies

Institutions operating in various sectors strive to achieve the goals of growth and sustainability and depend in their quest on formulating and adopting a renewed marketing strategy, to be adhered to within the framework of planning, implementation, and continuous monitoring of all their programs designed to face competition and achieve communication and continuity with customers. As a theoretical concept and field mechanism, marketing strategies have gotten a lot of attention and research based on the different and varied backgrounds of researchers and the many fields of application.

Marketing is one of the most prominent activities on which the work of organizations is based. This activity is considered as an effective tool in building the foundations of modern and advanced work through various methods, methods, and marketing strategies, so it has become necessary for organizations that aim to provide the target performance ratio by providing services, products, or knowledge at reasonable prices to adopt and employ distinct marketing strategies (Gituma, 2017:43). It can be explained as a process that allows the producers to analyze the wants of the consumers and try to meet them by providing appropriate services. While analyzing the firm's marketing strategy and evaluating the interaction between the environmental factors and marketing mix elements (Daniel, 2018).

Hamzah & Hashim (2014) define "marketing" as "an activity based on studying and discovering the desires and trends of customers and translating them into the form of physical and service products characterized by specifications and characteristics consistent with these desires and trends, and which are provided at the specified time and place, at the right price, and at the

highest possible level, considering that this is the ultimate goal of the marketing process" (Hamzah & Hashim, 2014: 156).

Marketing strategies, on the other hand, are referred to as long-term activities, as opposed to tactical marketing, which expresses short-term reactions; thus, planning (long and short) requires flexibility to achieve success and the ability to modify the conditions supporting flexible dynamic planning, and marketing strategy seeks to the future development of organizations through consistency with the current situation (the actual situation) without neglecting. In the same context, the concept of (marketing plan) emerges as a written document that clarifies and explains all activities necessary for implementation, describing the current location and specifying the marketing objectives of the service and how to reach them (Marei, 2014: 103).

Strategy is defined as managerial action and decisions taken with the goal of distinguishing the company from competitors and gain competitive advantage. The firm strategy should be appropriate that support its resources, mission, and environmental circumstances (Daniel, 2018). With respect to marketing strategy, it can be explained as a strategy that firms develop with the objective of providing quality products at a cheap rate, giving promotional strategy and mingling up with distributors in order to meet customer product demand and performance (Gituma, 2017). Traditionally, the four marketing pillars, termed as 4Ps, are used in the marketing strategies by firms to understand the internal forces of the markets and help them to gain purpose (Kotler & Armstrong, 2012). It involves all the outcomes an organization makes to ensure the right product is available to the market. Firms, improve their performance, should develop appropriate strategies that fulfill their customers' needs and demand (Muchiri, 2016).

Marketing activities encompass all of an organization's efforts to inform existing and potential customers about its products and how it can differentiate itself from competitors (Adebisi, 2006). According to Constantinides (2006), Neil Borden (1964) pioneered marketing activities, also known as marketing mix, in the 1960s. He first identified twelve marketing elements that can be controlled, and if they are managed properly, it will help the company earn profits. These twelve marketing elements were reduced by McCarthy (1964) to four elements. Later on, these four marketing activity elements given by McCarthy (1964) were widely accepted and

considered as an important element in operational marketing management and in the theory of marketing (Constantinides, 2006). Scholars such as Romano and Ratnatunga (1995), and Sriram and Sapienza (1991) argue that these marketing mixes serve as a valuable resource for practitioners when dealing with contemporary marketing issues.

The marketing tools are mixed by the organization to get the desired outcome from the suggested marketing. In simple words, it comprises all the efforts a marketer takes to improve the performance of the products. Chaipradermsak (2007) defined marketing activities as the group of strategies applied to get the desired outcomes. Yoo et al. (2000) stated that marketing activities involve any activity that an organization applies to improve their product performance, ultimately improving the organization's performance. The marketing mix strategies involve firm response in evaluating the performance of the product with respect to its demand in the market. Firms are able to improve their performance if they can understand the demands of their consumers and develop strategies accordingly.

It is important for firms to have a marketing strategy as this strategy explains the issues involved in the situation in which the company functions and also explains the potential challenges. It also explains the potential threats the company could face if their prospective competitors enter the market (Doyle, 1994). In this situation, (Owainat, 2013, p. 44) came up with a list of points that show the importance of marketing strategies in terms of how they work.

The marketing strategy is a general indicator of the most important information that is used in the marketing work since it includes the preparation and preparation of the information on which the industry and the products provided depend. The marketing strategy provides a general design of the cost structure resulting from the quality and levels of services provided and thus enables the organization to generally control the cost structure, which is one of the most important problems of the various industries being capital-intensive industries due to the diversity and multiplicity of the spectrum of services provided. By increasing the level of competitiveness of organizations by arming themselves with an appropriate marketing strategy consistent with market conditions, the organization can increase the pace of competitive work.

i. Marketing Activities

It is referred to as a set of elements that the organization adopts in making its marketing strategies and building plans on its basis, through which organizations seek to achieve all their desires by developing strategies for each element of the marketing mix that ultimately aim to satisfy the desires of their audience. Adopting marketing strategies as a tool for interacting with market forces and internal forces enables the organization to fulfill their objectives. (Muchiri, 2016). All response methods are included in these strategies to improve performance.

The four 4P's of marketing are also acknowledged by Kotler and Armstrong (2012). Sereikien-Abromaityt (2013) describes it as an interconnected set of actions and resolutions to fulfill the demands of the customers and to meet the marketing objectives of the firm. Rad (2014) also stated that the marketing mix works in a systematic manner that helps persuade consumers. Pruskus (2015) also emphasized the importance of marketing activities and stated that the right mix facilitates the firms to achieve their objectives and satisfy the demands of the consumers. Many studies have concluded that the marketing mix acts as a marketing tool that helps companies achieve their particular goals and objectives (Chelliah & Chin, 2011; Suleiman et al., 2017).

A. Product

The product strategy is explained as "everything that the organization enters into its products with the aim of presenting them in the best way." (Al-Sumaida'i, 2000: 23) Every business starts with product selection and then finds the appropriate market for that product. No firm wants to develop a service or product that no one is interested in buying. According to the CIM (Chartered Institute of Marketing, 2009), an ideal product is the one that provides customer value or satisfies customer demand. The first component of a marketing strategy is the product that is sold by the firm. The product can be anything that can be offered by the companies for consumption to satisfy a particular need or want. In particular, from the consumer perspective. A product can be defined as a product purchased by consumers for personal use. According to Ring et al. (1984), a product can be seen by its brand name, size, features, design, and quality. Ivy (2008) stated that a product is a set of tangible features that help to satisfy the needs of

consumers. Firms create products for end users, and they are classified into two types: intangible products and tangible products (Suherly et al., 2016). Kotler and Armstrong (2012) explained "products as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need." They concluded that a product can be termed a consumer product if the consumer purchases it for their own consumption. Singh (2012) describes it as a service or physical product to the customers over which they are willing to pay a price, and it can be intangible or tangible. Mohammad et al. (2012) stated that the product's physical appearance is what the consumer decides to purchase. In marketing activities, it is important as the firm's survival depends on it. Daniel (2018) stated that products are one of the important dimensions of marketing strategy as the survival of the firm depends on them.

There are several reasons that explain the importance of the product strategy, which are: (Idrissi, 2016:6-7). A product has a life cycle, meaning that any product has a life cycle. It is born, lives, then dies and is replaced by another product, which means that what is a new product now will become obsolete after a period of time and an alternative product must be introduced or developed.

Products are a basic determinant of profit. The product strategy is necessary to maintain profit. Achieving a balance in profits requires the organization to work continuously to introduce new strategies, after which the most important means to maintain profit rates as they are:

Product strategy is essential to the growth and stability of the organization. Considerations related to resources and the environment: it requires good planning for new goods or services so that these resources are used optimally. Increasing consumers' opportunities to choose With the surge in available income and available goods, the consumer can satisfy most of their needs, and the longer this continues, the more selective the consumer will become in choosing between the offered products. There are also four strategic decisions that represent alternative strategies for the product mix, namely: (Al-Sumaida'i, 2007: 195–197).

Differentiation strategy: The organization tries to distinguish its products from the rest of the competitive products by developing the shapes and sizes of one line of products without giving up what is previously available, and the distinction is made through design, mark, and

packaging. This makes improvements to the product, whether this change in size or in the brand, and the organization resorts to it when competition intensifies and the number of markets increases, as well as excess or idle production capacities and the presence of financial and human resources, as they can be used to provide a new product or services whose production and marketing conditions are similar to what is currently available.

Diversification strategy: the process of adding product lines whose uses differ from products but under the same brand, as organizations seek to expand the product mix, that is, expand opportunities to choose for the customer, through the introduction of new products or entering new markets, as the diversification strategy is creating and marketing dissimilar products using one of three strategies: concentrated diversification, horizontal diversification, or diversified conglomerates (Al Barwari and Al Barzanji, 2004: 181).

The modification strategy is the developing and altering some characteristics of the current products and services while keeping the number of products constants as a result of changing the customers' tastes, needs, and desires; the modifications may be imposed by certain circumstances or the failure of some services; the modification can be done gradually, and the modification is blamed on the modification. Gradually, it gives an opportunity for competitors to adjust before the concerned organization until it gets to know the reactions.

Contraction strategy: This strategy excludes existing product lines without others, or simplifies some of the formations within product lines, for the purpose of dropping unprofitable products, which now meet the needs and desires of consumers and continuing to produce products required in the market only. By reducing a group of products in the line, the organization can simplify the line of its products when there is a shortage of production capacity, when the general economic conditions are bad, or in the absence of materials necessary for the production process.

B. Price

It is explained as the value given to a product in the form of cash. It is the specific price paid for the product by the consumer (Suspended & Al-Abdali, 1999: 205). From a marketing perspective, price is one of the main determinants of value, which represents the essence of the

exchange process. From an economic viewpoint, the link between utility and price determines value from an economic perspective, as price is related to both utility and value, as economists see it: Al-Askari (2000): 125.

Utility: This is the part of the description of the good that shows how it meets the buyer's needs.

Value: the quantitative expression of a good in terms of buyer price.

It can be considered one of the prime parts of marketing activities. Price can be used as a tool that consumers use to purchase a service or product offered by firms. Generally, the price is a combination of two costs, i.e., fixed cost and variable cost (Suherly et al., 2016). Kotler (2007) explains price as "the cost of producing, delivering, and promoting the product charged by the organization." Moreover, price can be explained as the total amount consumers pay to buy a particular product or service. It is primarily focused on by organizations to get the attention of their consumers. Simon and Fassnacht (2009) define it as the monetary unit that a customer has to pay to get a particular product.

The CIM (2009) stated that the worth of a product can only be identified in the minds of consumers if they are willing to pay a price for it. The product price should be competitive in nature, but it does not mean that the price should be cheap. The price should be value for money. Iorait (2016) stated that price is an important variable in the marketing mix as it influences the market share and profitability of organizations. Zeithaml (1988) defines the price from the managers and consumers viewpoint. From the manager's viewpoint, price is the return that they receive on the bundle of services or products that they offer to their consumers. From the customer's perspective, price is the tradeoff between the product value and the product actually received.

C. Place

"Place or distribution" is the process via which products are transferred from the place of their manufacturing to the place of consumption (Suwaidan, 2006: 295). Organizations or individuals have the responsibility to perform a set of functions that lie in delivering the commodity to the consumer even if it is located at the farthest possible point (Arabani, 2009:44).

Customers and users find products and services from manufacturers and suppliers and continue to buy them when needed. Distribution becomes a complex and efficient system, where producers, intermediaries, independent trade and consumer interests align with each other (Iorait, 26: 2016). Raewf and Thabit (98: 2018), where distribution refers to the ability to sell or buy available products, and the customer can acquire them, physically or virtually, via physical and virtual collaboration channels (572: 2016). Surely, organizations should provide their products in the right place, quantity, and time, while maintaining the costs of waiting and distribution at an acceptable level, as well as the methods of presenting the product to a group of customers. By building strong, energetic, insightful relationships with agents and distributors, these elements help ensure that the organization provides customers with high-quality customer service, which in turn shapes their satisfaction (Bahador, 2019). Delivery represents all activities undertaken by the tourism organization for delivering products to consumers at the right time and place (Al-Khatib and Awad, 2000:6), in addition to the activities carried out by the producer, with or without the participation of other organizations, starting from the moment the product is prepared until it becomes the property of the final consumer, for its consumption in place, time, and in the forms and quantities appropriate to the needs of users. (Marc, 2002, p. 374).

Another element which is important in the marketing strategy is the place, which is also termed as distribution. It can be explained as the process or strategy via which the products or services are offered to the end users. Martin (2014) explained the phenomenon as a technique used by the firms to make it available to their extended consumers. Armstrong (2006) argued that the placement of the firm product is the operation of actions to ensure execution and identification. The product placement helps consumers purchase it from the distributors or manufacturers at the time of need. Kotler (2003) explained the place as one of the important elements, and it explains the actions and decisions involved related to the movements of the products from producers to customers. With the help of a placement strategy, the product delivery can be ensured to the consumers in a direct or indirect manner by using the assistance of retailers, wholesalers, agents, and distributors (Palmer, 2011). The product is a channel via which the products are transferred from the producer of the commodities to the consumers, and it involves numerous channels and management such as transportation, inventory, and distribution.

Placement of products explains the availability of the products from where they can be bought or sold. An end user can purchase it from the virtual market or physical market by using the physical or cooperation channels (Suherly et al., 2016). "Place" is the process where the firm chooses the number of stores, their location, and how they can provide convenience to the end users (Gituma, 2017). The CIM (2009) stated that the product should be placed in a place from where the consumer can purchase the product in a convenient manner. It should be ensured by the firm that the product should be available in the right quantity, time, and place. While controlling the cost of distribution, storage, and inventory at low level.

The marketing literature largely stresses placing products in the right quantity and making availability easy (Satit et al., 2012). The place can also be defined as the location where the organization decides to make its product or service available and the consumer can purchase it at minimal cost and easily (Amofah et al., 2016). From an organizational perspective, the work environment improves the business's success and performance (Behera & Mishra, 2017).

D. Promotion

Promotion strategies are the activities that the companies conduct to promote and communicate their product range in the target market (Gituma, 2017:41). In addition, it includes communication with consumers and includes other activities. The promotion attracts growing interest, communicates a consistent message, and gives the customer a reason to choose the organization's product over another organization's product (Baador, 2019).

Good promotion is one means of communication, paving the way for conducting a marketing dialogue with consumers and communicating the advantages that the customer will obtain when acquiring a product. The promotional elements are used to get the attention of potential customers and also help the organization improve its sales.

Promotion often provides the audience with the information they need to make a decision on the use of products, which helps to increase the awareness of the customer in owning services and satisfy their desires, which leads to increased sales and builds loyalty to the brand and the mental image that settles in their mind, which then helps promote the dissemination of information,

encourage purchases, and influence the decision-making process for access to services (Iorait, 2016).

It is no longer sufficient for the organization to design a product that suits the customer's desires or to set attractive prices unless accompanied by an effective promotional strategy, especially when launching a new product, considering the product in itself is a process of communication and following a discriminatory pricing policy. The communication process is limited and is based on the preparation of a promotional strategy in which it employs all the means that enable it to deliver the advertising message to the target customers (Arbani, 2009:52). Successful communication while organizations provide it (services or ideas) works to satisfy needs according to their current and future capabilities and expectations (Al-Shurman and Abdel-Salem, 2001: 181).

It can be explained as the campaigns designed by the organization to encourage its consumers to purchase the product. It involves explaining the abilities and benefits of products and services via advertising (Bues et al., 2017). Gituma (2017) defines promotion as all the activities a firm does to promote or communicate services or products to the target consumers. The CIM (2009) argues that promotion is the means via which the firm communicates what they do and what they are offering to their consumers. The promotional activities should be appealing as they motivate the consumers to choose the particular product over other products available in the market. A good promotion activity has two ways. Firstly, it is a way of creating dialogue with clients and communicating the benefits they can get by purchasing the products; second is the promotion of the product features. Promotion strategies are also one of the important components in marketing strategies as they help firms communicate with their consumers (Muchiri, 2016). The prime objective of the promotion is to encourage consumers to get attracted to the product offering and purchase it (Ruswanti et al., 2019).

Previous work have identified promotion as a viable tool that can help the organization improve its performance (Ambler et al., 2004). Kotler et al. (2007) stated that promotion plays a vital role in performance of firms. It's a mix of many different kinds of marketing.

Promotion involves numerous ideas and strategies implemented by the marketers to motivate the consumers to get knowledge about the product. Promotion can be defined as communication activities with the aim of moving forward the services, products, or ideas to the end users by using the marketing channel. Zeithaml et al. (1993) stated that promotion motivates consumers to say positive things related to the services or products of firms. Zavrnik and Mumel (2007) also affirmed that promotion acts as one of the important predictors of marketing. Iorait (2016) stated that the last P of marketing strategy, i.e., promotion, is important as it helps the firms to enhance customer awareness related to the products, which helps the firms to increase their sales. The importance of promotion, as it is a good tool, lies in increasing sales and achieving the goals you seek. The importance of promotion can be summarized in the following points: (Latayeb, 2014:34).

Through promotional activity, the organization aims to reach the highest level of sales. By giving people information and data about everything that has to do with goods and services, promotion helps people keep their level of awareness and development up. Allocating amounts to cover the promotional activity is important as it comes in second place after production costs, as it is a vital activity in the field of marketing activities. The value of the product is increased by showing the benefits of the product, which contributes to increasing the value of the product and setting a high price as a result of the mental image that settles in the mind of the customer. Due to the distance between the seller and the buyer, there must be other ways for the two to talk to each other and understand each other. Contributes to improving the image of the organization by building a positive mental image of it. Diversity and number of individuals with whom the product is connected will vary as the form of communication varies, whether the market is for consumer goods or industrial goods.

3.2 THE VARIABLES' RELATIONSHIP

3.2.1 Entrepreneurial Orientation and Organization performance

The link among performance and entrepreneurial orientation has been explored in developed and developing countries. Covin and Wales (2012) stated that entrepreneurial orientation significantly contributes to performance. Zampetakis et al. (2011) argued that firms with high

entrepreneurial-oriented activities display high organizational performance (Arzubiaga et al., 2018). At the same time, some studies state that the link among the two variables is curvilinear (Jiang et al., 2018). Saeed et al. (2014) stated that it helps the firm achieve competitive financial performance. Hence, numerous studies in literature state that entrepreneurial orientation helps the businesses to improve performance. Also, there is a strong link between the two variables (Kantur, 2016; Ibrahim et al., 2017).

Ferreira et al. (2011) studied the nexus in small firms. The data was collected utilizing stratified sampling and the study concluded that entrepreneurial orientation predicts the performance of small firms. Khalili, Nejadhussein, and Fazel (2013) stated that entrepreneurial orientation is the procedure that helps firms improve their business performance. Shurafa and Mohamed (2016) stated that an organization's entrepreneurial orientation determines organizational performance. Lomberg et al. (2016) utilize the commonality analysis to analyze the nexus between the variables in high-tech, multi-tech, and low-tech organizations. They concluded that dimensions of entrepreneurial orientation affect the organization's performance. Bhatti et al. (2020) utilized the data of 384 employees of the SMEs of Pakistan and concluded that the nexus between them is positive and significant.

3.2.2 Marketing Activities and Organization performance

Marketing activities can be planned activities involving both external and internal business activities. Effective marketing activities help the organization to improve its organizational performance. Marketing activities are the organizational management tools to improve their performance and sales.

The marketing activities involve both short-term strategy and long-term strategy. Primarily, it involves the four P's, which are e-marketing mix traditionally consists of the four P's. However, in literature, they have been explored individually and combined.

Ambler et al. (2004) studied the nexus between the six promotional predictors and performance. They concluded that the six promotional predictors affect performance. According to Francis and Collins-Dodd (2004) and Cavusgil (2001), the relationship between organizational performance and promotion is positive and significant. Aremu and Lawal (2012) stated that

product style, design, and firm performance are positively associated. In the literature on performance and product, the association between performance and product is reported to be significant by numerous studies (Ogunmokun and Ng, 2004; Kemppainen et al., 2008; Owomoyela et al., 2013). Pembri et al. (2019) used the data of 20 respondents and concluded that the sales promotional activities had a significant and positive influence on firm performance.

3.2.3 The Association between Marketing Activities and Entrepreneurial Orientation

There are many reasons that led to the growing role of marketing strategies in the present and the future (Al-Sumaidai 2010, pp. 138-139). The first of these reasons is the market share and the strategic vision that led to the disorganization in many industries and the lack of vision to the lack of orientation towards marketing. The strategy led to many of the problems faced by those industries.

The need for strategic marketing was specific due to the lack of clarity in the philosophy of this concept, but the development of the concept of strategic marketing and its importance have overcome many of the problems that these industries experienced in the past years, so the emphasis on strategic marketing is no longer an optional issue, but rather a choice. This is essential for strategic (entrepreneurial) orientation in business organizations at present, and this is reflected in organizations reorganizing their work according to the strategic marketing orientation (entrepreneurial). This results from the integration of a clear strategic vision that makes strategic marketing an essential tool for addressing many problems the organization faces now and in the future.

Today, businessmen in developed and developing countries are aware of global market trends and confident that they can access new markets. With their understanding of the economic conditions prevailing at present as a result of the financial crisis and its repercussions on the economies of countries, which reflect on the global demand for various products as well as on living standards, they desire to learn, adapt, innovate, be creative, and pioneer in a way that they are the first to exploit market opportunities available in various global markets.

For the purpose of overcoming global competition, adopting strategic marketing as a functional approach helps business organizations face all the different challenges, and the emphasis on formulating a marketing strategy is important and necessary to succeed and outperform competitors (Al-Sumaidaie 2011, pp. 42–43).

3.3 HYPOTHESES

- a. Entrepreneurship has a significant effect on performance.
- b. Entrepreneurship has a significant effect on marketing strategies.
- c. Marketing strategies have a significant effect on performance.
- d. The impact of entrepreneurship on performance increases by mediating marketing strategies.

3.4 CONCEPTUAL MODEL

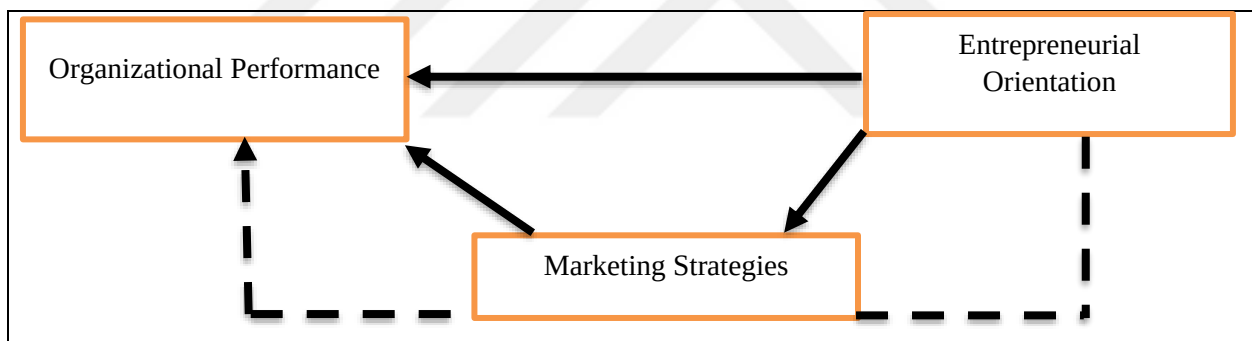


Figure 3.1 : Conceptual Model

4. METHODOLOGY

4.1 DESIGN OF RESEARCH

The research design explains the layout of the steps involved in the research. First, the research design will be correlational in this study. As in this design, the values of the factors related or changed in an identifiable pattern can be estimated (Porter & Carter, 2000). Correlational research design evaluates the relevancy between two or more variables and analyzes their association. It is a non-experimental design that helps researchers detect the strength and presence of associations among variables (Stangor, 2014).

The purpose of the research will be explanatory because, as stated by Bell and Bryman (2015), illustrative research helps make sense of new happenings, discover new bits of knowledge, make inquiries, and wonder about new measurements. On the other hand, explanatory research aims to examine existing phenomena or processes for further understanding and underscore concepts (Blumberg, Cooper & Schindler, 2014).

Finally, the research approach of this study is quantitative because the data is collected in numbers. As explained by Creswell in 1994, quantitative research is used to explain the phenomena by collecting data in numbers and applying statistical procedures to examine the facts (Creswell, 1994). Quantitative research can be used as a technique in which theories or ideas are tested by analyzing the association between the variables. Statistical methods evaluate the chosen variables on standardized instruments (Creswell & Creswell, 2018). This research approach is appropriate for large sample sizes and facilitates for data generalizability (Patton, 2014). One of the drawbacks of this technique is that it has limited accessibility to the target audience, which results in data accuracy. Moreover, this technique is not workable in exploring non-quantifiable phenomena.

4.2 RESEARCH METHOD-SURVEY

The survey questionnaire is designed to collect data from the employees of construction and housing companies. The questionnaire was shared with employees in hard copy and was filled

out by the respective audience. The questionnaire was developed in English and validated by field experts. The questionnaire was developed on a five-point Likert scale, and all the items for the variables were taken from the past literature. The questionnaire items were closed-ended. We also ensured validity: At the start of the survey, we emphasized that this questionnaire is only used to fulfill academic research purposes and that personal information and privacy will be protected. We did not offer any monetary benefits to the respondents, and they were bound to choose answers from the specified options. The questionnaire items will be analyzed by using the PLS-SEM software.

4.3 SAMPLING

Sampling can be defined as selecting a subset of individuals from the population based on the research objective of the study. However, in research activities, it is not possible to collect data from the entire population that meets the research objective, so for data collection, we usually rely on small groups (Turner, 2020). Therefore, the data will be collected from the employees of the construction and housing companies in Iraq. In total, 350 respondents will be targeted, as Daniel and Soper's website suggested.

The sampling technique used in this study will be convenience sampling. It can be defined as the sampling technique in which those people from the population are approached based on easy accessibility. This is the easiest way to recruit respondents (Lohr, 2021). The researcher will also approach people based on convenience and accessibility in this study, so this sampling method is the best fit.

4.4 TOOLS FOR MEASUREMENT

The questionnaire was adapted from past studies. It is bifurcated in two sections. In the first section the respondents' general information was asked. The second part lists the statements related to the variables, and the respondents are asked to rate them on a five-point Likert scale. Again, the questionnaire was adapted from previous studies.

4.4.1 Marketing Techniques

It can be defined as the logic of marketing that firms use to achieve their marketing objectives. It involves the right mix of four components. In the questionnaire, 13 questions related to marketing strategies were asked. The sub-dimension of the product is assessed with 4 statements, price with 3 statements; a place with 3 statements; and promotion with 3 statements. All the statements are adapted from the study of Al Badi (2018) and are evaluated on a five-point Likert scale in which 1 reflects strongly disagree, 2 reflects disagree, 3 reflects neutral, 4 reflects agree and 5 reflects strongly agree.

Table 4.1: Product

The company products and services are characterized by good quality.
The company always strives to develop its products and services to create a competitive advantage.
The company provides diversification in its products and services.
The company takes care in terms of designing and packaging its products
Price
The company products and services are affordable.
The company uses a competitive pricing strategy.
The company provides sales and gives flexible payment periods.
Place
The company products are always available in the market.
The company provides detailed information about its products and services.
The company has an effective distribution system.
Promotion
The promotion for company products and services are clear and attractive.
The company provides samples to identify its products.
The company has a plan for promotion campaigns on a regular basis

4.4.2 Entrepreneurial Orientation

It explains the organization's practices and decision-making style adopted to distinguish itself from the competitors. In a questionnaire, 8 questions were asked related to entrepreneurial orientation. The statements are adapted from the study of Mahmood and Hanafi (2013) and are evaluated on a five-point Likert scale in which 1 reflects strongly disagree, 2 reflects, disagree, 3 reflects neutral, 4 reflects agree and 5 reflects strongly agree.

Table 4.2: Entrepreneurial Orientation

For the last 3 years our company has produced many new products/services.
In general, our company is very often the first to introduce new products/services.
Facing competition, our company normally engages aggressive actions over the competitors.
In general, our company adopts a very competitive posture to beat the competitors.
In case of insecure decision-making situations, our company emphasis on research and development and innovation instead of marketing current products/services.
The changes in new product/services in our company are quite dramatic
In order to achieve the company objectives, the impact of the business environment implies our company to adopt strong and fearless measures.
In general, our company has a strong emphasis on high-risk projects with uncertain returns.

4.4.3 Firm Performance

It explains the company's ability to utilize its material and human resources to gain profits. In a questionnaire, 5 questions were asked related to firm performance. The statements are adapted from the study of Yu et al. (2017) and are evaluated on a five-point Likert scale in which 1 reflects strongly disagree, 2 reflects disagree, three reflects neutral, 4 reflects agree and 5 reflects strongly agree.

Table 4.3: Firm Performance

On an average, sales of my company have been growing over the past five years
On an average, my company has improved its market share in the last five years
My company has increased its product portfolio in the last five years
My company has reached new product markets in the last five years
My company has reached new geographical markets in last five years

5. DATA ANALYSIS

5.1 METHODS FOR ANALYZING STUDY DATA

In order to measure and test the study's hypotheses variables, a set of statistical methods were used, which are represented by the (Amos. V25) program, (SPSS. V25) statistical program, and the (Sobel) test (Al-Bayati and Abu Shaer, 2012) (Al-Tai et al., 2013).

5.1.1 Demographic Profile

Table 5.1: Demographic Sample and Its Details

Demographics Details	Percentage	Views	Total
Gender			312
Male	93.5	292	
Female	6.5	20	
Educational attainment			
PhD	12	37	
Master	35.9	112	
Higher Diploma	10.9	34	
Bachelor	32.6	102	
Diploma	8.6	27	
Job position			
Assistant General Manager	2.2	7	
Department Manager	13	41	
Division Manager	84.8	264	
Years of service			
less than 10	18.5	58	
Less than 20	43.5	136	
Less than 30	29.3	91	
More than 30	8.7	27	
Age			
less than 30	10.9	34	
Less than 40	34.8	109	
Less than 50	37	115	
Less than 60	15.2	47	
Over 60	2.2	7	

Source: SPSS V.27 outputs

Table 4, concerned with the demographic features, depicts the following results: The number of respondents was 312. The leaders of the companies of the Ministry of Construction and Housing, Upper and Central, were males. It is because the male demonstrated the highest percentage, i.e., 93.5%) or 292 responses, while the number of females was 6, and at a rate of (20%), which leads the researcher to a tendency that the companies of the Ministry of Construction and Housing have to adopt the masculine trait at the expense of females when assigning leadership positions to them and according to what they deem to have done about the completion of leadership work.

Concerning education, it was found that the master's degree held by the leaders of the companies of the Ministry of Construction and Housing was in first place with a percentage of (35.9%) and a response rate of (112), while the second rank was for a bachelor's degree with a percentage of (32.6%) and a response rate of (102), and the third rank was allocated to a doctorate with a percentage of (12%) and a response rate of (37t), while the higher diploma was ranked fourth with a rate of (10.9%) and responses of (34). The Ministry of Construction and Housing has several bachelor's and master's degrees, making it qualified to do its job.

In terms of job position, it was found that the divisional managers had the first rank with some responses of (264) and a percentage of (84.8%), while the second rank was for department managers with a rate of (13%) and several responses rate of (41). Finally, the job position was solved as an assistant. A third general manager with a rate of (2.2%) and a frequency of (7) as these percentages reflect the structure of the Ministry of Construction and Housing companies, the chain of command, the direction of powers, and the chain of command in them.

In terms of the number of years of service that grants the sample members a career path, experience, and job eligibility to bear the burdens and the decision-making authority, the category (less than 20) came first with a percentage of (43.5%) and several (136) responses, while the second rank was for the category (less than 30) with a rate of (29.3%) and (91) responses, and in the third place, the category (less than 10) with a rate of (18.5%) and (58) responses, while the fourth rank was for the category of years of service (more than 30) and at a rate of (8.7%) with (27) responses.

In terms of the age of the sample, it became clear that the age group (less than 50), with a percentage of (37%) and (115) responses, ranked first, while the second ranking was for the age group (less than 40) with a percentage of (34.8%) and (109) responses. The third rank was for the age group (less than 60) with a rate of (15.2%) and (47) responses, while the fourth rank was allocated to the age group (less than 30) with a rate of (10.9%) and (34) responses, and finally, the category age (more than 60) with a rate of (2.2%) and (7) responses.

5.2 DETERMINING QUESTIONNAIRE STABILITY AND VALIDITY

First, the reliability and validity of the questionnaire are ensured by applying the Cronbach Alpha method to ensure the structural validity of the research questionnaire and its ability to test the research hypotheses through exploratory and confirmatory factor analysis. Moreover, this application helps the questionnaire be used in statistical analysis to accept or reject the suggested hypothesis. The following steps are performed to validate the questionnaire.

Step a: The Encoding of the Research Variables and Their Dimensions Included in the Questionnaire.

The research questionnaire included three main variables (entrepreneurial orientation, organizational performance, and marketing strategies). The first variable was entrepreneurial orientation, an independent variable used one-dimensionally. The second variable represented by marketing strategies was measured through four dimensions (product, pricing, place, and promotion) and used as a mediating variable in the hypothetical model of the research. The third variable was organizational performance, a dependent variable used one-dimensionally. The number of questionnaire items was 26. All of these are symbolized as mentioned in Table 5:

Table 5.2: The Encoding of the Questionnaire According to the Criteria and the Model Chosen for the Research

Variable	Abbreviation	dimension	source coding
Entrepreneurial Orientation	ENTOR	Independent Variable	1-8
Marketing Strategies		Mediating Variable	
Product	M1	Mediating Variable	9-12
Pricing	M2	Mediating Variable	13-15
Place	M3	Mediating Variable	16-18
Promotion	M4	Mediating Variable	19-21
Organizational performance	ORPER	Dependent variable	22-26

Source: Researcher numbers according to the hypothetical scheme and the title of the research

Step b: Testing the normal distribution of the data:

The importance of the normal distribution appears from the fact that it is possible to express many random variables from the sum of a large number of them. It has a value of the arithmetic mean, median, and mode in the center of the distribution, and the value far from the mean has few repetitions. When the data is arranged, it has a normal distribution (Qudah, 2009, p. 119). In this study, the statistical package (SPSS V.27) and the Kolmogorov-Smirnov test were employed to analyze the normality of the data, and the result is reported in table 3. From the result, it is evident that the data of the variables, i.e., entrepreneurial orientation, organizational performance, and marketing strategies, are distributed normally. Also, the result is compared to the required standard values, which are as follows:

As no missing data were available, data from 312 questionnaires distributed to upper and middle management of the Ministry of Construction and Housing companies were differentiated. So, the values of the test statistics for the three variables (entrepreneurial orientation, marketing strategies, and organizational performance) were (0.068, 0.066, and 0.094), respectively. The test showed that entrepreneurial orientation (0.200*) was necessary as an independent variable, that organizational performance (0.109*) was necessary as a dependent variable, and that marketing strategies (0.142*) were necessary as a mediating variable. This value was higher than the level of significance (0.05). The values of the flatness and torsion coefficients for the data of the three variables are confined to 1.96 +/-, confirming the moderation of the data

distribution. The value for entrepreneurial orientation was (0.124, -0.246), and its value was for organizational performance (-0.027, -0.667). While its value for marketing strategies was (0.062, -0.488), the standard error for skewness was (0.140), and for flatness was (0.278). It is clear that the values of the arithmetic mean they converge with the values of the median and the values of the mode, as their values were for the entrepreneurial orientation (3.38, 3.38, 3.38), organizational performance (3.29, 3.20, 3.20), and marketing strategies (3.43, 3.46, 3.46). It is clear from the following figures (1, 2, and 3) that the data is distributed in a histogram that takes the form of a bell, which supports the normal distribution of the data.

Table 5.3: Test the Normal Distribution of the Responses

Colm Crove-Samir Nouf test for normal distribution			
Key Variables	Marketing Strategies (M)	Organizational Performance (Y)	Entrepreneurial Orientation (X)
Sample	312	312	312
Missing values	0.000	0.000	0.000
Test stats	0.094	0.066	0.068
Significance level	0.109	0.142	0.200
Convolution	0.062	-0.027	0.124
Flatness	-0.488	-0.667	-0.248
Contrast	0.134	0.365	0.185
Range	1.85	2.80	2.13
Standard deviation	0.366	0.603	0.430
Arithmetic mean	3.43	3.29	3.38
Median	3.46	3.20	3.38
Mode	3.46	3.20	3.38
skew standard error 0.140			
kurt 0.278			

Source: SPSS V.27 output.

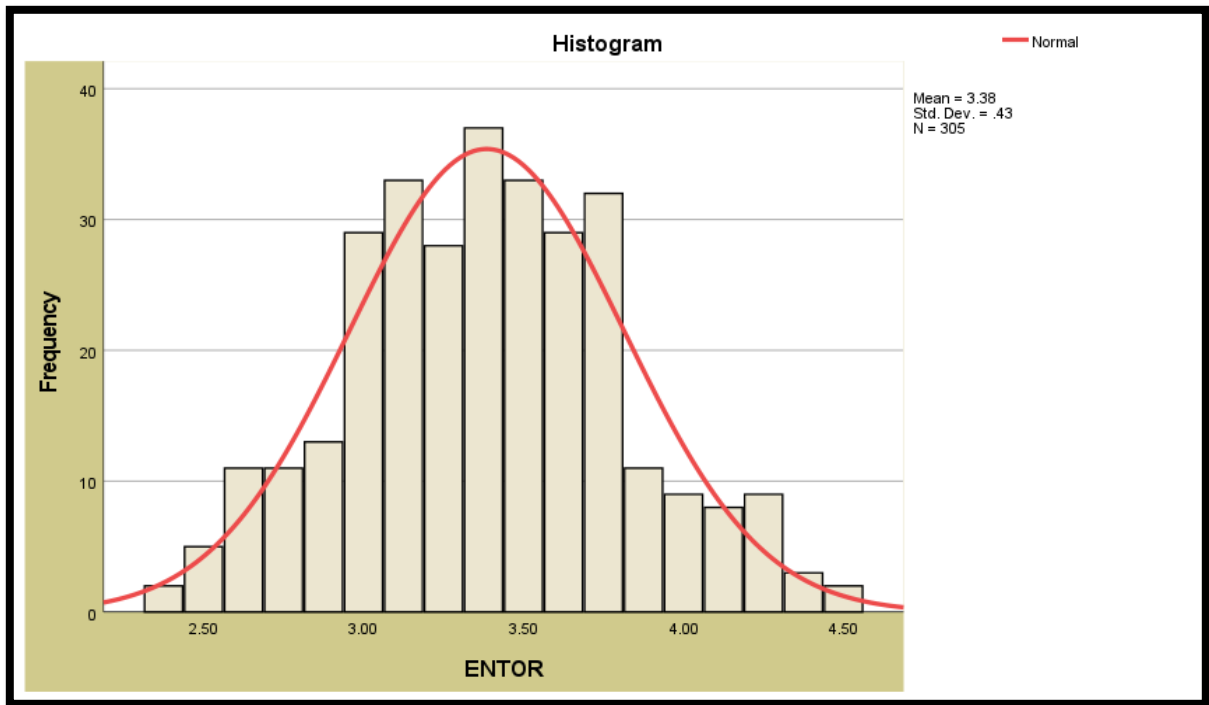


Figure 5.1: Histogram of entrepreneurial trend data

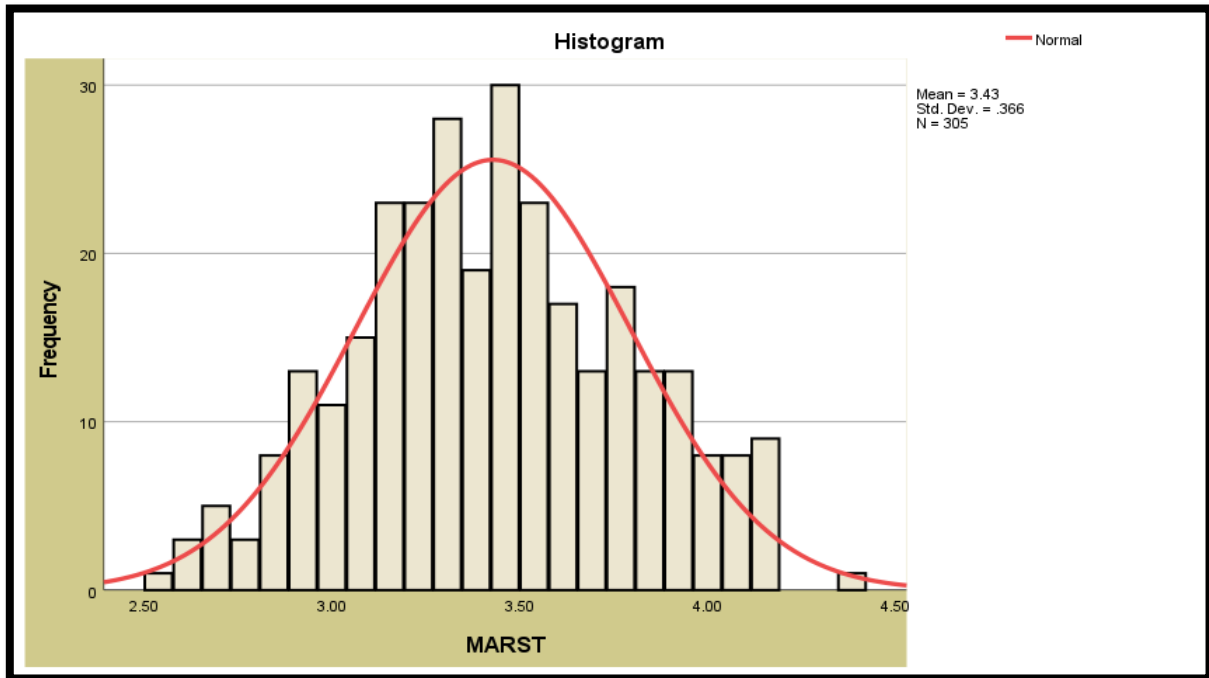


Figure 5.2: Histogram of Marketing Strategies Data

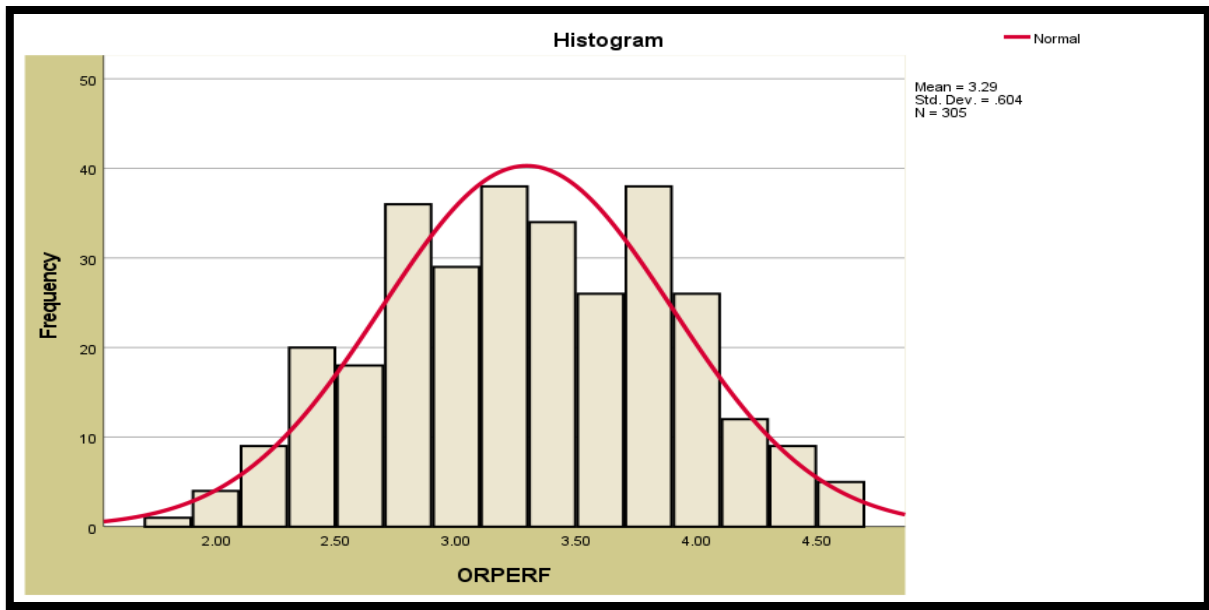


Figure 5.3: Histogram of organizational performance data

The tests were conducted to build and adopt the questionnaire to measure administrative and psychological phenomena resulting from its ability to measure what it was prepared for and to determine its ability and validity to measure the variables involved in the research. It represents an essential condition for determining the accuracy of the questionnaire. So the results of the tests were as follows:

Measurement of apparent honesty:

The questionnaire was presented to a group of arbitrators and experts in the fields of (strategic management, organization and organizational behavior, human resource management, and leadership) in order to ensure its ability to measure the research variables, as shown in the appendix (), in order to ensure the correctness of the dimensions and paragraphs and their suitability. They surveyed their opinions and took all their observations about it after introducing several modifications that contributed to enhancing the questionnaire's ability to study the research title.

Measuring honesty using the reliability coefficient:

Honesty and reliability embody the most prominent parts of the tests to build and adapt the questionnaire to determine its ability and validity to measure the variables involved in the research. It is an essential part of figuring out how accurate the questionnaire is, so here are the results of the tests:

Measurement of apparent honesty:

The questionnaire was presented to a group of arbitrators and experts in strategic management, organization and organizational behavior, human resource management, and leadership to ensure its ability to measure the research variables, as shown in the appendix.

Measuring Honesty Using the Reliability Coefficient:

The researcher employed the (Akron-Nebkh Alpha) test to identify the stability, consistency, and results of the questionnaire, as well as the degree to which it is free from errors and obtains the same results after a while when redistributing it multiple times and different periods and with the same degree of reliability. Table (7) shows the results of the validity and reliability coefficients for each of its variables, i.e., entrepreneurial orientation, organizational performance, and marketing strategies. The results were as follows:

The independent variable, entrepreneurial orientation, was measured using eight items directly to measure the behaviors and activities related to entrepreneurial orientation carried out by the upper and middle management of the Ministry of Construction and Housing companies. Overall, it has a reliability coefficient of 0.725 and a validity coefficient of 0.851. The mediating variable, i.e., marketing strategies, was measured across four primary dimensions (product, pricing, place, and promotion). In total, it is measured with 13 items to measure the marketing strategies implemented by the upper and middle management of the Ministry of Construction and Housing companies. Overall, it has a reliability coefficient of 0.742 and a validity coefficient of 0.861. The dependent variable is organizational performance, using five items directly to measure the performance behavior of the upper and middle management of the Ministry of Construction and Housing companies. Overall, it has a reliability coefficient of 0.705 and a validity coefficient of 0.839. We adopted the split-half method to identify the interrelationship between the two parts of the questionnaire. Therefore, the questionnaire was divided into two halves; the first half

included thirteen (13) items, and Cronbach's alpha coefficient was 0.714. In contrast, the second half (pair items) contained 13 items, and the obtained Cronbach's alpha coefficient was 0.724. In contrast, the value of the questionnaire's half-correlation coefficient (0.389) showed the strength of the correlation was 0.798, with a probability value of (0.000) and a value of chi-squared (118.854) and a degree of freedom (45) so that the ratio of chi-squared to the degree of freedom is 2.641, which is less than (5), so that the quality of model matching is good, while the value of the validity coefficient is 0.893, which is a high indicator for expressing the phenomenon under study.

Table 5.4: The validity and reliability of the research dimensions (n = 312)

Dimensions	Coding	Number of items	Reliability coefficient	Validity coefficient
Entrepreneurial Orientation (X)	ENTOR	8	0.725	0.851
Organizational Performance (Y)	ORPER	13	0.742	0.861
Marketing Strategies (M)	MARST	5	0.705	0.839
Stability of individual vertebrae	13		0.714	
Stability of even paragraphs	13		0.724	
Half-resolution correlation coefficient 0.389				
Spearman Brown coefficient 0.760				
Guttman hash factor 0.757				
Chi-squared / degree of freedom 2.641				
Chi-squared	118.854	degrees of freedom	45	
The overall stability of the resolution		the number of items	the alpha	validity coefficient
		26	0.798	0.893

Source: SPSS V.27 output.

Exploratory and confirmatory factor analysis of the research questionnaire:

A. Exploratory factor analysis

The sample size sufficiency analysis was conducted to know the internal consistency of the paragraphs and the adequacy of their size for factor analysis. KMO value for entrepreneurial orientation is 0.637, more significant than the value of 0.50, with a probability value of 0.000, a chi-squared value of 263.040, and a degree of freedom (28). The dependent variable organizational performance KMO value is 0.605 with a probability value of 0.000, a chi-squared value of 193.100, and a degree of freedom of 10. In contrast, the marketing strategies, which is a mediating variable, show the value of KMO 0.655, with a chi-squared value (496,457), a probability value of 0.000, and a degree of freedom of 78.

Table 5.5: KMO test values for total resolution (26 items)

Sample	Indicators	Entrepreneurial Orientation	Organizational Performance	Marketing Strategies
312	KMO	0.637	0.605	0.655
	BARTTELET (X ²)	263.040	193.100	496.457
	DF	28	10	78
	P-VALUE	0.000	0.000	0.000
	Number of items	8	5	13
	Number of paragraphs	1	1	4
	Latent root	5.522	3.177	8.814
	Explained total variance	69.019%	63.532%	67.799%

Source: SPSS V.27 output.

The researcher adopted the total variance matrix after rotating the partnerships, shown in Table (4) to show the representation of the entrepreneurial orientation with five factors. The median variable, marketing strategies, showed a cumulative explained variance (74.186%) and the value of the latent root (8.902). Across four factors, all e total variance matrix after rotating the partnerships, shown in Table (4), shows the representation of the entrepreneurial orientation with five factors. The median variable, marketing strategies, showed a cumulative explained variance (74.186%) and the value of the latent root (8.902). Across four factors, all 50 items obtained a saturation value that exceeded the required value (0.400). In contrast, the

organizational performance obtained an explanatory cumulative variance (74.456%) across its four factors, while the value of its latent root was (12,656), which made the scale eligible for confirmation due to its conformity with the criteria of exploratory factor analysis.

Confirmatory factor analysis:

We used confirmatory factor analysis with the AMOS V.26 program to get a model of matching quality. This helped us figure out if the construct was valid and if the questionnaire could match up with the theory.

A. Entrepreneurial Orientation:

It is clear from Figure (5) that the eight items of the main independent variable, i.e., entrepreneurial orientation, obtained an RMSEA value of 0.070, which is lower than the 0.080 value, and the other indicators of conformity obtained values that exceed the values of the required indicators. The chi-squared ratio to the degree of freedom was 1.765, which is less than the criterion of 5. At the same time, the values CFI = 0.974, GIF = 0.952, NFI = 0.943, TLI = 0.962, and IFI = 0.975 at the level of significance (0.0001) satisfy the given criteria. The collected data is normally distributed and appropriate for the structural modeling tests using AMOS software.

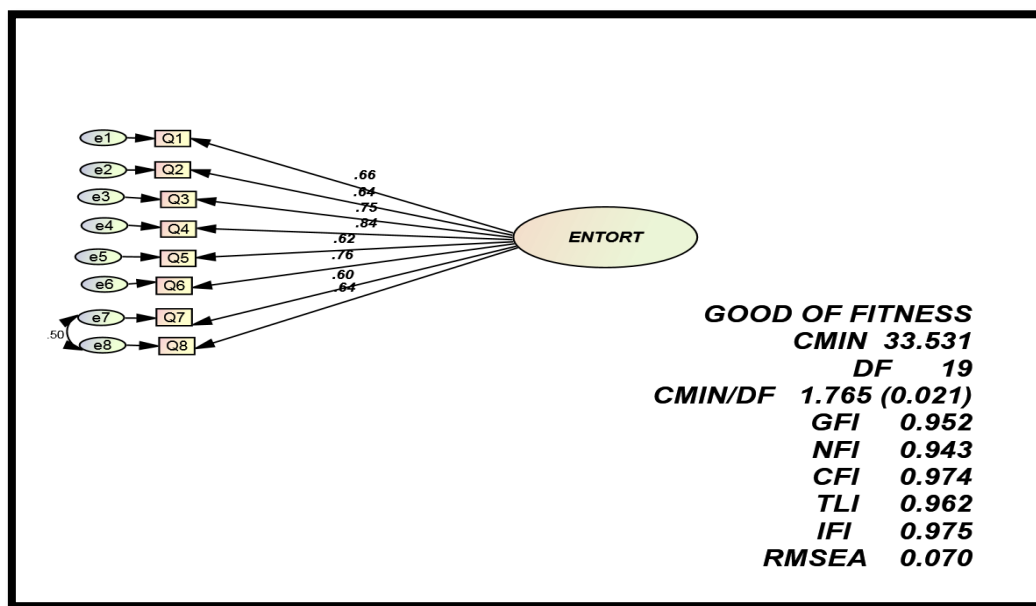


Figure 5.4: Confirmatory factor analysis of entrepreneurial trend data

B. Marketing Strategies:

It is clear from Figure 6 and the results of Table 6 that the 13 items of the mediator variable obtained an RMSEA value of 0.070, which is lower than the 0.080 value of the required standards. The other indicators of conformity obtained values that exceeded the threshold values. These indicators are the chi-squared ratio to the degree of freedom close matching index and standard conformity index, Toker Lewis index, and the conformity index, all of which satisfy the given criteria. Again, the collected data is usually distributed and appropriate to the structural modeling tests using AMOS software.

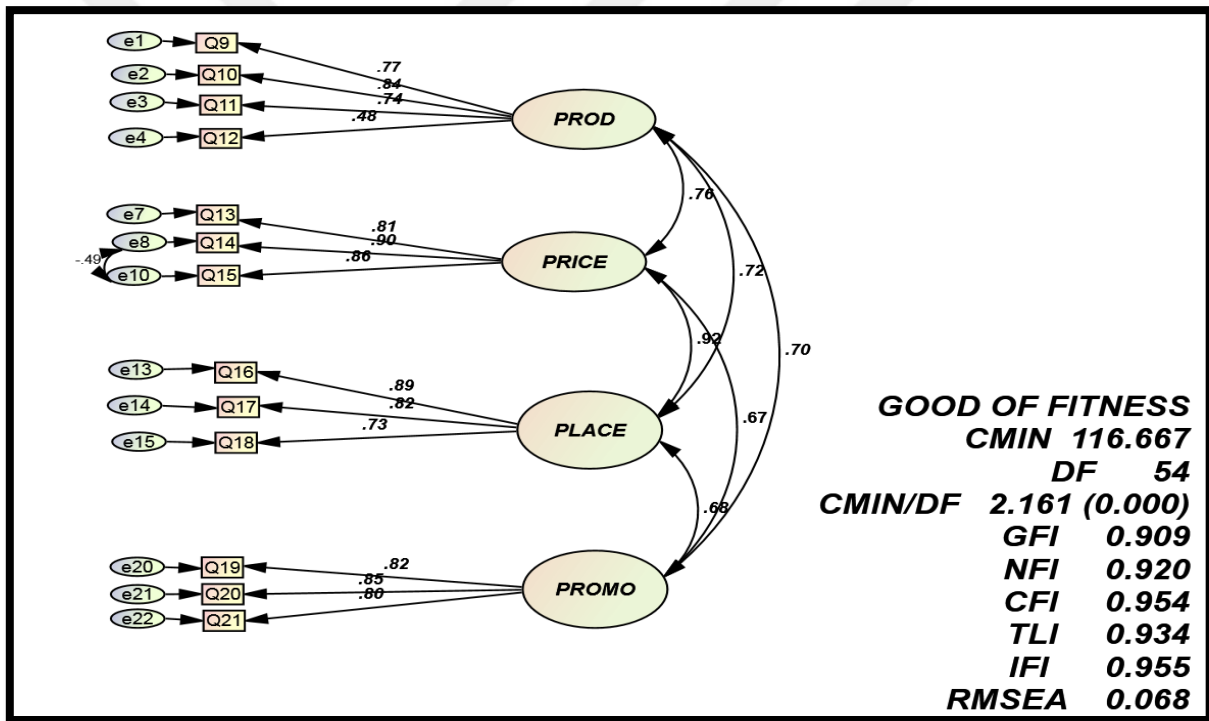


Figure 5.5: Confirmative factor analysis of marketing strategies data by structural modeling

Method

C. Organizational Performance:

It is clear from Figure 7 and the results of Table 6 that the five items of the dependent variable obtained an RMSEA value of 0.052, which is lower than the 0.080 value of the required standards. The other indicators of conformity obtained values that exceeded the threshold values. These indicators are the chi-squared ratio to the degree of freedom close matching index

and standard conformity index, Toker Lewis index, and the conformity index, all of which satisfy the given criteria. Again, the collected data is typically distributed and appropriate to the structural modeling tests using AMOS software.

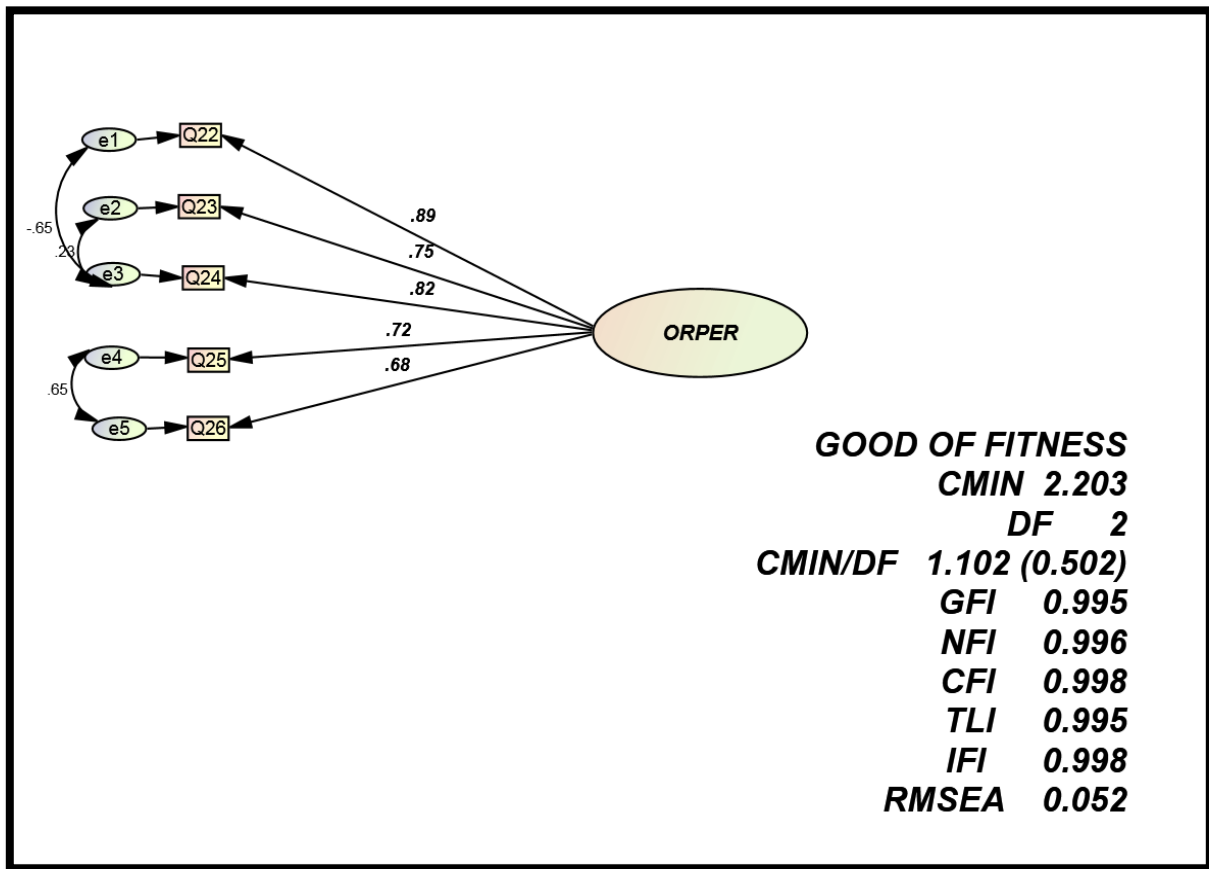


Figure 5.6: Confirmatory factor analysis by structural modeling method for organizational performance data

5.3 RESULTS AND DISCUSSION

The current study analyses the impact of the variables (entrepreneurial orientation, organizational performance, and marketing strategies) among the leaders of the Ministry of Construction and Housing companies. Table 5 represents the categories to identify the level of availability, practice, and attention by the Ministry of Construction and Housing departments.

Table 5.6: Interpretation of arithmetic means compared to Likert gradients.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.80 <	2.60 <	3.40 <	4.20 <	4.20-5
Very weak	Weak	Moderate	High	Very high
Range = highest category - lowest scale category (5-1=4)				
Category length = range / number of gradations (0.80)				

Sharaz, Muhammad bin Saleh, (2015), statistical analysis of data (spss), first edition, Al-Khwarizm Al-Scientia for Publishing and Distribution, Jeddah.

First: Analysis of the first independent variable. The entrepreneurial approach

The entrepreneurial orientation is the independent variable measured through 8 items and 312 observations from the upper and middle management of the companies of the Ministry of Construction and Housing, as the entrepreneurial orientation obtained a moderate mean value (3.38), standard deviation (SD) (0.430), and relative interest (67.6). Therefore, % is good, and a relative COV (12.72%) depicts the consensus about its practice in an average manner among the upper and middle management of the Ministry of Construction and Housing companies, as shown by table results 8.

As for the items (1-8), all of them obtained a high mean (3.20-3.56), an SD (0.833-0.981), and a COV (25.24%-30.65%), which gave them close attention (64%-71.2%). Good to average in the Ministry of Construction and Housing companies' dependence on new products and services, as well as dramatic changes in their products. If they make unsafe decisions, they focus on research and development and provide innovations instead of marketing them for their current products from an entrepreneurial perspective. Over the past three years, it has tended to offer new products in the housing sector. From the perspective of confronting competitors, the researched companies have developed offensive strategies that start to surprise them as close to aggressive as possible. One of its goals, especially since the impact of the work environment, requires solid and fearless measures and the adoption of competitive positions aimed at overcoming its competitors.

Table 5.7: Presentation and Analysis of Entrepreneurial Orientation Data (n=312):

No.	Items	Mean	Standard Deviation	Relative Importance%	Variance Coefficient% Priority	Priority
A	Over the past three years, our company has produced many new products/services	3.56	0.915	71.2	25.704	4
B	In general, our company is often the first to introduce new products/services	3.30	0.833	66	25.24	1
C	In the face of competition, our company usually takes aggressive actions against competitors	3.38	0.873	67.6	25.82	5
D	In general, our company adopts a very competitive attitude to beat competitors	3.20	0.981	64	30.65	8
E	In general, our firm focuses heavily on high-risk projects with uncertain returns	3.39	0.882	67.8	26.01	6
F	In order to achieve company goals, the impact of the business environment means that our company adopts strong and fearless measures	3.35	0.894	67	26.68	7

Table 5.7: Presentation and Analysis of Entrepreneurial Orientation Data (n=312):”tables continued”

G	In case of unsafe decisions, our company focuses on research, development and innovation rather than marketing existing products	3.44	0.879	68.8	25.55	3
H	Changes in new products/services in our company are very dramatic	3.45	0.880	69	25.50	2
Entrepreneurial Orientation		3.38	0.430	67.6	12.72	

Source: SPSS V.27 output.

Second, the mediating variable is examined; marketing strategies are developed.

The mediator variable, i.e., marketing strategies, was analyzed through four dimensions (product, pricing, place, and promotion) and thirteen (13) items. Through responses (312) views from the upper and middle management of the Ministry of Construction and Housing companies, the marketing strategies in total obtained a high mean value of (3.43), a SD (0.366), and relative interest (68.6%), which is good. A COV (10.67%) indicates sample agreement on available practices when answering it. As shown in table 7, the four dimensions were arranged with respect to their COV.

In terms of priority, pricing is placed in first order as it has a high-level mean (3.44) and gets good relative attention (68.8%), as these activities and behaviors obtained an agreement with a SD (0.572) and with a COV (16.62%). At the level of items (13–15), the obtained arithmetic mean (3.66-3.30) was from a high to moderate level, with a standard deviation of (1.004-0.781), while its relative coefficient of variation was (29.88). %-21.69%) and a good to average relative interest (73.2%-66%) in providing companies with affordable products and sales with flexible payment periods, linked to a competitive pricing strategy, which enhances marketing strategies within the Ministry of Construction and Housing companies.

Promotion is placed second with a moderate level mean (3.38), with an average rate of 67.6%, an SD of 0.601, and a COV of 22.64%. Items 19–21 show the arithmetic mean (3.33–3.43), SD (0.803–0.858), COV (24.11%–25.38%), and relative interest (66.6%–68.6%). It indicates that the company provides samples to its customers and what they know about its products. It is good that it promotes its products clearly and appealingly, and it is even better that it has a plan for regular marketing campaigns to improve its marketing strategies.

The items ranked third with a high-level mean (3.45) and were relatively interested in them (69%), with an SD of 0.665 and a COV of 19.27%. Items 16-18 show a mean of 3.35-3.58 with a SD (0.926-1.063), a COV (27.09%-31.17%), and a relative interest (67%-71.6%). Good to average in terms of how dependent the Ministry of Construction and Housing companies are on having available products on the market and a sound distribution system that gives detailed information about their products and services.

The upper and middle management of the Ministry of Construction and Housing companies went to the product in the fourth rank, with a high mean (3.44). They care about it relatively well (68.8%), with a SD (of 0.715) and a COV (20.78%). Items 9–12 obtained a moderate to high mean (3.38–3.48), an SD (0.862-1.126), a COV (25.27%–32.44%), and an excellent relative interest (67.6%–69.6%). It shows that companies are constantly striving to develop their products and services to generate a competitive advantage by providing remarkable diversification. They work on their products and try to distinguish them by providing high quality modernly.

Table 5.8: Presentation and Analysis of Marketing Strategies Data (n=312)

No.	Items	Mean	Standard Deviation	Relative Importance%	Variance Coefficient%	Priority
I	The company's products and services are of high quality	3.38	1.086	67.6	32.13	3
J	The company always strives to develop its products and services to create a competitive advantage	3.41	0.862	68.2	25.27	1

Table 5.8: Presentation and Analysis of Marketing Strategies Data (n=312) "tables continued"

K	The company provides diversification in its products and services	3.48	1.115	69.6	32.04	2
l	The company is interested in the design and packaging of its products	3.47	1.126	69.4	32.44	4
Product		3.44	0.715	68.8	20.78	Fourth
m	Affordable Company Products and Services	3.66	0.794	73.2	21.69	1
N	The company uses a competitive pricing strategy	3.36	1.004	67.2	29.88	3
o	The company provides sales and offers flexible payment periods	3.30	0.781	66	23.66	2
Pricing		3.44	0.572	68.8	16.62	First
p	The company's products are always available on the market	3.58	0.970	71.6	27.09	1
q	The company provides detailed information about its products and services	3.41	1.063	68.2	31.17	3
r	The company has an efficient distribution system	3.35	0.926	67	27.64	2
Place		3.45	0.665	69	19.27	Third
s	The promotion of the company's products and services is clear and attractive	3.43	0.829	68.6	24.16	2
t	The company provides samples to identify its products	3.33	0.803	66.6	24.11	1
u	The company has a plan for promotional campaigns on a regular basis	3.38	0.858	67.6	25.38	3
Promotion		3.38	0.601	67.6	17.78	second
Marketing Strategies		3.43	0.366	68.6	10.67	

Source: SPSS V.27 output.

Third: analysis of the dependent variable: organizational performance.

The dependent variable measured organizational performance across (5) items and responses (312) views from the upper and middle management of the companies of the Ministry of Construction and Housing, as the variable in total obtained a moderate level mean (3.29), SD (0.603), and relative interest (65.8%). Therefore, sound and a COV (18.32%) indicate consensus about its availability, as shown by Table (8) results. However, the level of the items was arranged according to the COV. As for the items level (22-26), a moderate to the high mean value (3.12-3.40) is found, an SD (0.912-1.148), a COV (29.23%-34.37%), and a relative interest (62.4%-68%). Good to average in increasing the capabilities of its product portfolio in

the past five years by improving its market share. It was embodied in its sales growth during the past five years until it entered new geographical markets and introduced new products within those markets.

Table 5.9: Presentation and analysis of organizational performance data (n=312)

No.	Items	Mean	Standard Deviation	Relative Importance%	Variance Coefficient%	Priority
v	On average, my company's sales have grown over the past five years	3.35	1.029	67	30.71	3
w	On average, my company has improved market share in the past 5 years	3.23	0.987	64.6	30.55	2
x	My company has increased its product portfolio in the past five years	3.12	0.912	62.4	29.23	1
y	My company has reached new product markets in the past 5 years	3.34	1.148	66.8	34.37	5
z	My company has reached new geographic markets in the past 5 years	3.40	1.111	68	32.67	4
Organizational performance		3.29	0.603	65.8	18.32	

Source: SPSS V.27 output.

Fourth: Discussing the results.

The results of the previous tables (8, 9, 10) related to the three research variables show that the marketing strategies had the lowest relative coefficient of variation among the variables investigated (10.67%), which indicates that the sample agrees with its availability and practice

as the first order. Table (9) shows the contribution of pricing in the first order in promoting marketing strategies because its coefficient of variation is (16.62%), while the other dimensions were (Promotion, place, and product) respectively, and this was reflected in its overall availability with arithmetic mean (3.43). While the entrepreneurial trend came in the second order, among the three research variables, it obtained a COV (12.72%) with good interest and an arithmetic mean (3.38). Finally, the dependent variable solved the organizational performance in the third order with a relative coefficient of variation (18.32%) and good relative interest., and this is consistent with the researcher's observations regarding the focus of the Ministry of Construction and Housing companies on practicing it with arithmetic mean (3.29).

Table 5.10: Findings of descriptive analysis and the variables arrangements based on coefficient of variation.

Variables	mean	standard deviation	coefficient of variation, %,	relative importance, %,	Order
Entrepreneurial Orientation (X)	3.38	0.430	12.72	67.6	Second
Organizational Performance (Y)	3.29 0	0.603	18.32	65.8	Third
Marketing Strategies (M)	3.43	0.366	10.67	68.6	First
Product	3.44	0.715	20.78	68.8	4
Pricing	3.44	0.572	16.62	68.8	1
Place	3.45	0.665	19.27	69	3
Promotion	3.38	0.601	17.78	67.6	2

5.4 TESTING THE DIRECT AND INDIRECT IMPACT HYPOTHESES BETWEEN THE RESEARCH VARIABLES (ENTREPRENEURIAL ORIENTATION, ORGANIZATIONAL PERFORMANCE, MARKETING STRATEGIES)

The existing research aims to examine the relationship between the two variables of the research (entrepreneurial orientation) as an independent variable, (marketing strategies) as an intermediary variable, and organizational performance as the dependent variable.

Testing the association between the variables and verification of the hypotheses

The research uses inferential statistics to test the validity of the main impact hypotheses and their acceptance or rejection according to the criteria. The study analyzes marketing strategies' direct and mediating effect on organizational performance. Similarly, the impact of entrepreneurial orientation on organization performance and marketing strategies is analyzed. Similarly, the coefficient of determination and the effect and their acceptance through significance level ($\text{Sig} < 0.05$), the calculated value ($T > 1.968$), and the value ($F > 3.873$) at the degree of freedom (311), all the way to the determination of the multiple linear regression equation and the method of backward elimination (BACKWARD) to reach to the best model, according to the following equation:

$$Y = \beta_0 + \beta_1 * X_1i_1 + \beta_2 * X_2i_2 \dots + U$$

First: Testing the impact of entrepreneurial orientation as an independent variable, which affects marketing strategies as an intermediary variable:

The first hypothesis was identified: There is a significant impact of the trend in marketing strategies and its dimensions (product, pricing, promotion, and place) and to verify the validity of the hypothesis or not, a simple linear regression model was implemented according to the following sub-hypotheses:

- i. The entrepreneurial orientation of the product has a significant effect.
- ii. The entrepreneurial approach to pricing has a significant effect.
- iii. The entrepreneurial orientation in the place has a significant effect. Finally, entrepreneurial orientation in promotion has a significant effect.

First sub-hypothesis Verification: The entrepreneurial orientation has a significant effect on the product:

It became clear to the researcher by testing the first sub-hypothesis and from the results of Table (10) the following: The calculated value of (F) for the model was found (38.795) with a probability value (0.000) which exceeds its scheduled value (3.873), a probability value of (0.05) and a degree of freedom (311), to indicate the model's morality and its statistical

acceptance, to indicate the model's statistical significance and acceptance. Moreover, by accepting the alternative hypothesis and rejecting the null hypothesis, as the value of the interpretation coefficient was (0.114), the pioneering approach could explain an average of (11.4%) of the changes that occurred in the product. In comparison, the remaining percentage (88.6%) is attributed to other variables that were not included in the tested model. Therefore, from the researcher's point of view, the model is weak and can be relied upon in interpreting the product. As for the impact level of the model, it was as follows:

- A. There was a positive effect of the entrepreneurial trend in the product of the amount of (0.561), with a probability value (0.000) and the calculated (T) value (6.229), as the calculated (T) values exceed their scheduled value (1.968).
- B. The result shows that the constant value is (1.540), with a probability value of (0.000) and the calculated value (T) (5.014). Therefore, it indicates the product's actual existence and that the Ministry of Construction and Housing companies improve it by employing the entrepreneurial approach model. From all the presented results, they accept the first sub-alternative hypothesis of the first hypothesis (the entrepreneurial orientation has a significant effect on the product), according to the equation produced by the simple linear regression:

$$Product = (1.540) + (0.561) * Entrepreneurial Orientation$$

Table 5.11: Influence of entrepreneurial orientation on the product (n = 312)

independent variable	Product						
	α	β	R ²	AR ²	P	T	F
Entrepreneurial orientation	1.540	0.561	0.114	0.111	0.000	6.229	38.795

Source: SPSS V.27 output.

Second sub-hypothesis Verification: The entrepreneurial trend has a significant effect on pricing:

The calculated (F) value of the model reached (0.543) with a probability value (0.462), which is less than its scheduled value (3.873), with a probability value (0.05) and a degree of freedom (311). Therefore, to indicate the insignificance of the model and the acceptance of the null hypothesis (the entrepreneurial trend does not affect pricing significantly).

Table 5.12: The impact of entrepreneurial orientation on pricing (n=312)

independent variable	Pricing						
	α	β	R ²	AR ²	P	T	F
Entrepreneurial orientation	3.633	-0.056	0.002	-0.002	0.462	-0.737	0.543

Source: SPSS V.28 outputs

Third sub-hypothesis Verification: The entrepreneurial orientation, with its combined dimensions, has a significant effect on the place:

It became clear to the researcher by testing the third sub-hypothesis and from the results of Table (12) the following: The calculated value of (F) for the model was found to be (1.354) with a probability value of (0.245), which is less than its scheduled value (3.873), a probability value (0.05) and a degree of freedom (311), to indicate the insignificance of the model and its statistical rejection, and the acceptance of the null hypothesis (the entrepreneurial orientation does not have a significant effect on the place).

Table 5.13: Influence of entrepreneurial orientation in place (n = 312)

independent variable	Place						
	A	B	R ²	AR ²	P	T	F
Entrepreneurial orientation	3.790	-0.102	0.004	0.001	0.245	-1.164	1.354

Source: SPSS V.27 output.

Fourth sub-hypothesis Verification: The entrepreneurial orientation with its combined dimensions does not have a significant effect on promotion:

It became clear to the researcher by testing the third sub-hypothesis and from the results of Table (13) the following: The calculated value of (F) for the model was found to be (0.477) with a probability value of (0.490), which is less than its scheduled value (3.873), with a probability value (0.05) and a degree of freedom (311), to indicate the insignificance of the model and its statistical rejection, and the acceptance of the null hypothesis (the entrepreneurial orientation does not have a significant effect on the promotion).

Table 5.14: Influence of the entrepreneurial orientation on promotion (n = 312)

independent variable	Promotion							
		A	β	R ²	AR ²	P	T	F
Entrepreneurial orientation		3.574	-0.056	0.002	-0.002	0.490	-0.691	0.477

Source: SPSS V.27 output.

The first primary hypothesis of verification:

The entrepreneurial orientation has a significant effect on marketing strategies: It became clear to the researcher from the results of Table (14) that: An initial model was found to have an effect with a value of ct on marketing strategies: It became clear to the researcher from the results of Table (14) that: an initial model was found for effect with a value of F calculated for the model (6.471) and a probability value (0.011), which is more than its scheduled value (3.873), a probability value (0.05) and a degree of freedom (311), to indicate the significance of the model and its statistical acceptance, acceptance of the alternative hypothesis and rejection of the hypothesis. As the researcher noted, the value of the interpretation coefficient (0.021) as the pioneering trend was able to explain (2.1%) of the changes that occurred in marketing strategies, while the remaining percentage (97.9%) is attributed to other variables that were not included in the tested model, and from the point of view of According to the researcher, the model is weak and can be relied upon in the interpretation of marketing strategies. As for the level of internal impact of the model, it was as follows:

There was a positive effect of the entrepreneurial trend of 0.123 with a probability value of 0.011 and a calculated (T) value of 2.544, as the calculated (T) values exceeded their tabulated value (1.968). The result shows a constant value of (3.012) and a probability value of (0.000), and a calculated value of (T) (18,224). It indicates that there are marketing strategies and that the Ministry of Construction and Housing companies should improve them by employing the entrepreneurial approach model. From all the presented results, the hypothesis is accepted. The alternative to the first hypothesis (that entrepreneurial orientation has a significant effect on marketing strategies) according to the equation produced by the linear regression:

$$\text{Marketing Strategies} = (3.012) + (0.123) * \text{Entrepreneurial Orientation}$$

Table 5.15: Influence of Entrepreneurial Orientation on Marketing Strategies (n=312)

independent variable	Marketing Strategies						
	A	B	R ²	AR ²	P	T	F
Entrepreneurial Orientation	3.012	0.123	0.021	0.018	0.011	2.544	6.471

Source: SPSS V.27 output.

Second: Testing the impact of entrepreneurial orientation as an independent variable on organizational performance as the dependent variable:

The second hypothesis of the research was: There is a statistically significant effect of entrepreneurial orientation on organizational performance. To verify the hypothesis or not, a simple linear regression model was implemented according to the following:

The second hypothesis Verification:

The dimensions of entrepreneurial orientation have a significant effect on organizational performance: It became clear to the researcher by testing the second central hypothesis and from the results of Table (15) the following: The existence of a model for the effect with a value of (F) calculated for the model (52,319) and a probability value (0.000), which is more than its scheduled value (3.873), a probability value of (0.05) and a degree of freedom (91), to indicate the significance of the model and its statistical acceptance, acceptance of the alternative hypothesis and rejection of the null hypothesis The researcher noted the value of the interpretation coefficient (0.147), as the pioneering trend was able to explain 14.7% of the changes that occur in organizational performance, while the remaining percentage (85.3%) is attributed to other variables that were not included in the tested model, and from the point of view of The researcher considers the model weak and reliable in explaining organizational performance. As for the level of internal impact of the model, it was as follows:

A. There was a positive effect of the entrepreneurial trend of (0.539), a probability value (0.000), and a calculated (T) value (7.233), as the calculated (T) values exceeded their tabulated value (1.968).

B. The result shows that the constant value is 1.468 and the value of the probability (0.000), and the value of (T) is calculated (5.769). Therefore, it indicates that organizational performance exists and that the Ministry of Construction and Housing companies improve it by employing the latent variable model of the entrepreneurial orientation model. From all that was presented, the alternative hypothesis of the second hypothesis is accepted (the entrepreneurial orientation has a significant effect on organizational performance), according to the equation produced by the linear regression:

$$\text{Organizational performance} = (1.468) + (0.539) * \text{Entrepreneurial orientation}$$

Table 5.16: Influence of entrepreneurial orientation on firm performance (n = 312)

independent variable	organizational performance						
	A	B	R ²	AR ²	P	T	F
Entrepreneurial Orientation	1.468	0.539	0.147	0.144	0.000	7.233	52.319

Source: SPSS V.27 output.

Third: Testing the effect of marketing strategies as the mediating variable on organizational performance as the dependent variable:

The third hypothesis of the research was: There is a statistically significant effect of the dimensions of the combined marketing strategies: product, pricing, place, promotion, and place) on organizational performance.

Third hypothesis Verification:

The dimensions of marketing strategies collectively affect organizational performance in a significant way: Determine the best model for the effect, with a value (F) calculated for the model (387.025), a probability value (0.000), which exceeds its scheduled value (3.873), a probability value (0.05) and a degree of freedom (311), to indicate the significance of the model and its statistical acceptance, acceptance of the alternative hypothesis and rejection of the null hypothesis The researcher noted the value of the interpretation coefficient (0.561), as the dimensions of the combined marketing strategies (product, pricing, compensation fairness and adequacy, promotion, place) were able to explain (56.1%) of the changes that occur in

organizational performance, while the remaining percentage is attributed (43.9%) for other variables that were not included in the tested model. From the researcher's point of view, the model is robust and reliable in explaining organizational performance. The internal influence of the dimensions that make up the model was as follows:

- A. A positive effect was found for the product dimension of (0.633) with a probability value (0.000) and the calculated (T) value (19.673), as the calculated (T) values exceed their tabulated value (1.968).
- B. The researcher did not find any effect in the model for the dimension of pricing, promotion, and place, given that its probabilistic value is more than (0.05), and the (T) value calculated for its marginal slope is less than the tabular value (1.968) at the degree of freedom (91).
- C. It was found that the Ministry of Construction and Housing companies resorted to naturally employing the model and worked to invest in it positively, contributing to improving organizational performance through its products. In contrast, the Ministry of Construction and Housing companies could not invest in a place, pricing, and promotion when heading pricing towards improving organizational performance.
- D. The result shows the constant value as 1.119, with a probability value (of 0.000) and the calculated value (T) (9.910). It indicates that organizational performance exists and that the Ministry of Construction and Housing companies improved it by employing the latent variable model of marketing strategies. From all the presented results, we accept the alternative hypothesis of the third hypothesis (the dimensions of the marketing strategies combined have a significant effect on organizational performance), according to the equation produced by the linear regression by the method of back-elimination:

$$\text{Organizational performance} = (1.119) + (0.633) * \text{Product}$$

Table 5.17: Influence of marketing strategies dimensions on firm performance (n = 312)

independent variable	organizational performance						
	A	β	R ²	AR ²	P	T	F
Product	1.119	0.633	0.561	0.559	0.000	19.673	387.025
Pricing		-0.048			0.205	-1.271	
Place		0.058			0.128	1.526	
Promotion		0.037			0.332	0.971	

Source: SPSS V.27 output.

As for the level of influence of the mediating variable marketing strategies on organizational performance in total, it was found that the (F) value calculated for the tested model is (117.215) which is more than its tabular value (3.873), with a probability value (0.05) and a degree of freedom (311), to indicate the significance of the model. Moreover, it was accepted statistically, as the researcher noted that the value of the interpretation coefficient is (0.279), as strategies were able to explain a percentage of (27.9%) of the changes that occur in organizational performance. In comparison, the remaining percentage (72.1%) is attributed to other variables that were not included in the tested model. Therefore, the researcher believes the model is of medium strength and can be relied upon in explaining organizational performance.

$$\text{Organizational performance} = (0.306) + (0.871) * \text{Marketing strategies}$$

Table 5.18: Influence of marketing strategies on firm performance (n = 312)

independent variable	organizational performance						
	A	B	R ²	AR ²	P	T	F
Marketing Strategies	0.306	0.871	0.279	0.277	0.000	10.827	117.215

Fourth: To test the impact of entrepreneurial orientation through marketing strategies on organizational performance:

The study analyzed the causal relationships between the main variables (entrepreneurial orientation) as an independent variable, (marketing strategies) as a mediator variable, and (organizational performance) as a dependent variable. The study adopted the statistical method, mediation test by Baron and Kenny, and Sobel criterion, according to which the direct effect of the variable is determined. The independent entrepreneurial orientation in the dependent variable, organizational performance through marketing strategies, and tested the four central hypothesis (there is an effect of the entrepreneurial orientation in organizational performance by mediating marketing strategies), and in order to test it, mediation analysis must be used overall and at the level of dimension, in light of the expectation of the intensification of the impact of the entrepreneurial orientation In organizational performance by mediating marketing strategies, as it is clear from the mediation test at the total level of the research variables from

the outputs of the AMOS V.25 program and the results of Table (18) and Figure (7): It was found that there is a direct effect of the entrepreneurial trend in marketing strategies of (0.123), a probability value (0.011) and a calculated (T) value (2.548), which is more than its scheduled value (1.968) at the level of significance (0.05) and the degree of freedom (311), in addition to the presence of an impact A direct impact of the entrepreneurial trend in organizational performance is (0.441), a probability value (0.000) and a calculated (T) value (6.853), as it is clear that there is a direct impact of marketing strategies on organizational performance of (0.796), a probability value (0.000) and a calculated (T) value (10,539).), that the presence of direct relationships within the model generated an indirect influence relationship between entrepreneurial orientation and organizational performance through marketing strategies (0.098). The Sobel test shows the T value as 2.489, a probability value of 0.012, and a standard error of 0.039. It indicates the indirect influence of entrepreneurial orientation on organizational performance through marketing strategies. The mediation role of marketing strategies represents a partial mediation between entrepreneurial orientation and organizational performance, which allows accepting the fourth alternative hypothesis (there is an effect of entrepreneurial orientation on organizational performance). Table (18) shows the results of the mediation test, as well as Figure (7). The study showed that the Ministry of Construction and Housing companies should improve their organizational performance by employing the entrepreneurial approach. However, they should invest in and maximize this relationship by adopting marketing strategies as an intermediate variable between these two variables. In addition, they should indirectly and directly improve organizational performance through marketing strategies when trying to increase that effect, as it can employ the pioneering approach to improve it directly without resorting to the mediation of marketing strategies. In contrast, the relationship remains moral and practical, effectively and morally.

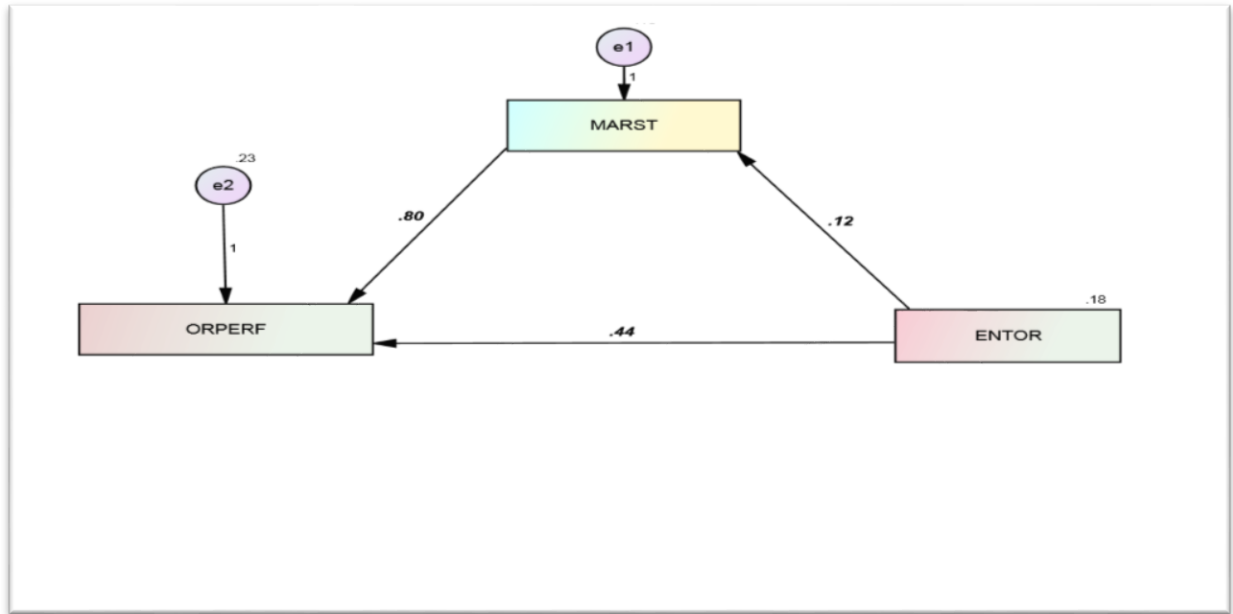


Figure 5.7: Model to test the mediation of marketing strategies.

Table 5.19: Influence of entrepreneurial orientation on firm performance mediated by marketing strategies.

		Dependent	Effect	Standard Effect	Error	Critical Degree	Significance
Entrepreneurial Orientation	-->	- Marketing Strategies	0.441	0.314	0.064	6.853	0.000
Entrepreneurial Orientation	-->	- Organizational Performance	0.123	0.145	0.048	2.548	0.011
Marketing Strategies	-->	- Organizational Performance	0.796	0.483	0.076	10.539	0.000
Indirect Effect	ENTOR---> MARST---> ORPER		0.098	0.070	SOBEL TEST		
					0.039	2.489	0.012

Figure (8) is a model to test the mediation of marketing strategies for the impact of entrepreneurial orientation on organizational performance. As for the dimensions that contribute to the mediation relationship, they were as follows: At the level of the median variable dimensions: It is clear from Figure (8) and Table (22) the researcher found a direct effect between the entrepreneurial orientation and the product dimension of (0.219) and a probability

value (0.000), and the calculated (T) value (3.970), and an effect of the entrepreneurial orientation on organizational performance of (0.582) and a probability value (0.000), which is less than the probability value (0.05) with a calculated (T) value (17.480), which is more than its scheduled value (1.968), a probability value (0.05) and a degree of freedom (311), in addition to the existence of an effect of the product dimension on organizational performance (0.561), a probability value (0.000) and a (T) value—calculated (6,239) and with a probability value (0.000), which indicates the effect of the entrepreneurial orientation on organizational performance by product mediation, indirect effect, and partial mediation with a probability value of (0.05), which indicates the existence of a partial mediation with a value of (0.121) and a probability value of (0.000). At the same time, the other dimensions (pricing, place, promotion) did not show any mediation role between the entrepreneurial orientations in organizational performance due to the insignificance of its mediation model.

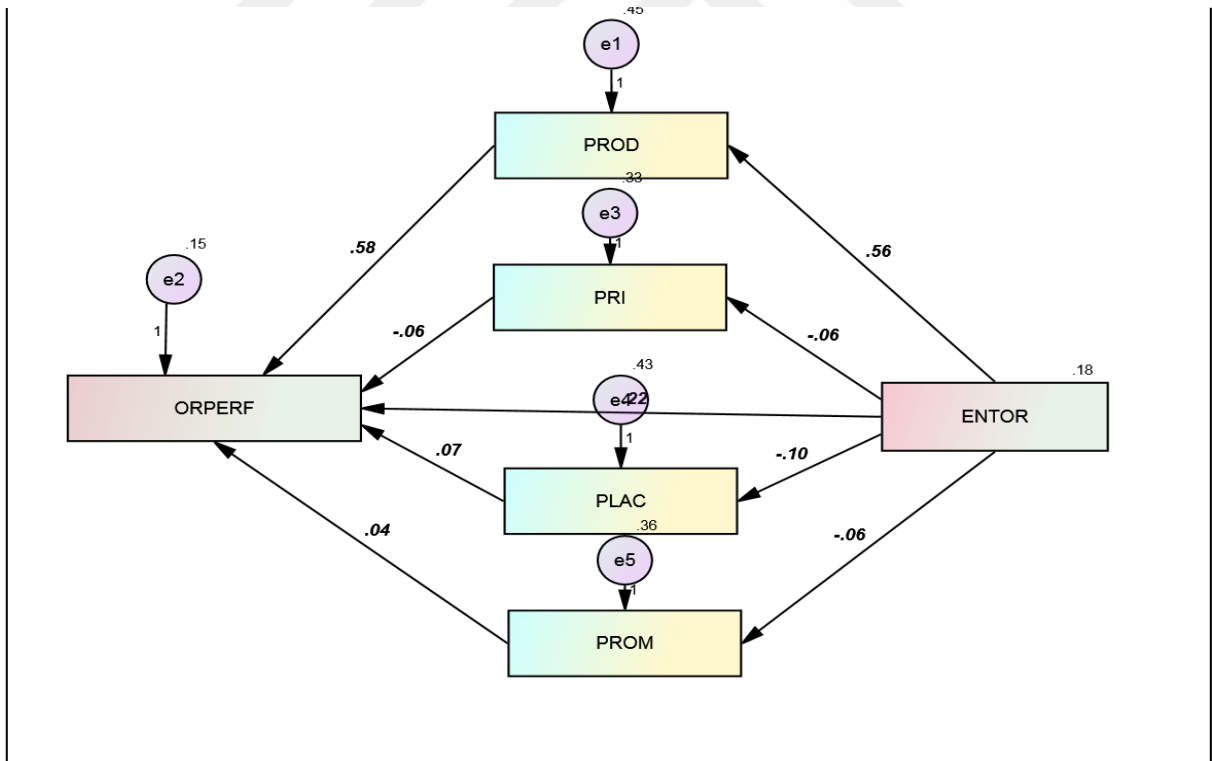


Figure 5.8: Mediating the dimensions of marketing strategies between entrepreneurial orientation and organizational performance.

Table 5.20: The impact of entrepreneurial orientation on organizational performance by mediating the dimensions of marketing strategies.

Independent.		Dependent	Effect R ²	Standard Effect AR ²	Error SE	Critical Degree T	Significance P
ORPER	<---	PROD	0.561	0.337	0.090	6.239	0.000
ORPER	<---	PRICE	-0.056	-0.042	0.076	-0.738	0.460
ORPER	<---	PLACE	-0.102	-0.067	0.087	-1.166	0.244
ORPER	<---	PROM	-0.056	-0.040	0.080	-0.692	0.489
ORPER	<---	ENTOR	0.582	0.693	0.033	17.480	0.000
PROD	<---	ENTOR	0.219	0.157	0.055	3.970	0.000
PRICE	<---	ENTOR	-0.058	-0.055	0.040	-1.466	0.143
PLACE	<---	ENTOR	0.073	0.080	0.035	2.094	0.036
PROM	<---	ENTOR	0.037	0.037	0.037	0.989	0.323
Indirect Effect	Y <--- M4 <---X		0.494	0.489	SOBEL TEST		
					0.100	3.355	0.000

Source: SMART PLS V.3.3 Outputs

From all the results reviewed, it is clear that there is an indirect relationship between entrepreneurial orientation and organizational performance through marketing strategies. The Ministry of Construction and Housing companies could invest in the entrepreneurial orientation explanatory variable by influencing the responsive variable of organizational performance through the mediating explanatory variable of marketing strategies. Moreover, the outcome shows that the product is partially mediated, which indicates the neglect of price and location. The promotion of the products does not mediate due to its violation of Barron and Kenny's conditions and the mediator's immorality.

6. CONCLUSIONS

The following conclusions are derived from the study:

- A. The descriptive statistics for the research variables show that the Ministry of Construction and Housing companies are generally interested in the pioneering trend. This is because they tend to offer new products and work to take a competitive position, which helps them beat their competitors.
- B. The Ministry of Construction and Housing companies relied on their marketing strategy to a high degree by reducing the prices for their various products. It also includes promoting those products by providing samples to customers in order for them to identify them, then adopting the location and displaying those products permanently in it, and finally paying attention by improving its products and striving to develop them and gain a competitive advantage.
- C. The Ministry of Construction and Housing companies showed their average tendency to achieve organizational performance that depends on increasing their product portfolio and connecting them to new markets in the past five years. Second, the conclusions at the level of research hypotheses. It became clear that the Ministry of Construction and Housing companies were interested in marketing strategies, so they proceeded to improve them through a pioneering approach in general, in light of the adoption of a pioneering approach in improving their products.
- D. The Ministry of Construction and Housing companies demonstrated a proclivity to invest in innovative approaches to improve organizational performance in a limited way.
- E. The Ministry of Construction and Housing companies have adopted marketing strategies as the central axis to improve organizational performance through products.
- F. It became clear that the Ministry of Construction and Housing companies should adopt the pioneering approach to improve their organizational performance directly. It improved this relationship indirectly by using marketing strategies and a small amount of mediation. This mediation was all about its products.

6.1 RECOMMENDATIONS

- A. They must pay special attention to their pioneering orientation to gain a competitive position and outperform their closest competitors. It can be done by adopting strong, fearless measures; focusing on high-risk projects with uncertain returns; taking the initiative to attack their competitors, and introducing new products. It also includes focusing on research and development or innovation instead of continuing to market its current products and dramatically introducing changes in its new products so that it is the first in the competitive sector.
- B. The companies of the Ministry of Construction and Housing and Public Municipalities should pay more attention to their marketing strategies by using the following:
 - i. Increasing interest in the products it offers in terms of design, quality, and diversification, and constantly seeking to develop them in a way that increases its competitive advantage.
 - ii. Strengthening its interest in pricing by adopting a competitive pricing strategy and providing a sales system that offers flexible payment periods.
 - iii. It is improving its ability to enter new markets and reach geographic locations by providing detailed information about its products, adopting an effective distribution system, and always providing available products.
 - iv. Improving its ability to promote its products through consistent and well-defined promotional plans and campaigns that attract various customers and provide introductory samples of them.
- C. The Ministry of Construction and Housing and public utility companies must improve their organizational performance and deliver their products to new markets by expanding geographically. It helps them to increase their sales, improve their market share, increase their products and presents a strategy to develop their performance in the medium and long term.

- D. The Ministry of Construction and Housing companies need to pay attention to marketing strategies and work to improve them through a pioneering approach in light of adopting the pioneering approach to improve their products.
- E. The Ministry of Construction, Housing, and Public Utilities companies should be directed to invest in a pioneering approach to improve their organizational performance.
- F. The Ministry of Construction and Housing companies should adopt marketing strategies as the central axis to improve organizational performance, focusing on products when they aim to improve their performance better than the current one.
- G. The Ministry of Construction and Housing companies must adopt the pioneering approach as a leading supporter to improve their organizational performance directly and indirectly improve this relationship through the adoption of marketing strategies and focus mainly on their products.

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APPENDIX A

The purpose of this survey study is to examine the impact of entrepreneurial orientation on organizational performance meditating by marketing strategies. The information obtained in the questionnaire will be used for scientific purposes. We would like to thank you for sharing your valuable views and for taking the time to contribute to a scientific study, and we present our respects.

a. Personal Information

- Gender:

☐ Male

☐ Female

- Age Group:

☐ 18 - 30 years

☐ 31 - 50 years

☐ 51 - 65 years

☐ 66 and above

- Marital Status:

☐ Single

☐ Married

- Education Level:

☐ Primary/Secondary Education

☐ High School

☐ Associate or Undergraduate

☐ postgraduate

Profession:

☐ Upper middle management

☐ Higher management

- Your Experience

☐ less than 10 years

☐ 10- 20 years

☐ 20- 30 years

()30 and above

Answer the following questions according to the scale rating.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

S. No	Questions	Options				
		a	b	c	d	e
Entrepreneurial Orientation						
a.	For the last 3 years our company has produced many new products/services.					
b.	In general, our company is very often the first to introduce new products/services.					
c.	Facing competition, our company normally engages aggressive actions over the competitors.					
d.	In general, our company adopts a very competitive posture to beat the competitors.					
e.	In general, our company has a strong emphasis on high-risk projects with uncertain returns.					
f.	In order to achieve the company objectives, the impact of the business environment implies our company to adopt strong and fearless measures.					
g.	In case of insecure decision-making situations, our company emphasis on research and development and innovation instead of marketing current products/services.					
h.	The changes in new product/services in our company are quite dramatic					
Marketing strategies						
	Product					
i.	The company products and services are characterized by good quality.					

j.	The company always strives to develop its products and services to create a competitive advantage.					
k.	The company provides diversification in its products and services.					
l.	The company takes care in terms of designing and packaging its products					
	Price					
m.	The company products and services are affordable.					
n.	The company uses a competitive pricing strategy.					
o.	The company provides sales and gives flexible payment periods.					
	Place					
p.	The company products are always available in the market.					
q.	The company provides detailed information about its products and services.					
r.	The company has an effective distribution system.					
	Promotion					
s.	The promotion for company products and services are clear and attractive.					
t.	The company provides samples to identify its products.					
u.	The company has a plan for promotion campaigns on a regular basis					
	Organization performance					
v.	On an average, sales of my company have been growing over the past five years					
w.	On an average, my company has improved its market share in the last five years					
x.	My company has increased its product portfolio in the last five years					
y.	My company has reached new product markets in the last five years					
z.	My company has reached new geographical markets in last five years					