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The Role of Innovative Marketing in Promoting the Entrepreneurial Orientation of Algerian telecommunications companies -An exploratory study of the opinions of a sample of administrative employees at Mobilis Telecommunications Company, Biskra branch

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Abstract:

The purpose of this study is to identify the employees' perceptions towards the level of availability of innovative marketing and the entrepreneurial orientation in Mobilis Biskra Company. It is also aimed to determine the nature of the relationship and the impact between them. Achieving that, a questionnaire was formed and distributed to the study sample. It is used in the statistical analysis of the data a set of statistical methods, including: descriptive statistics measures (arithmetic mean and standard deviation), simple linear regression analysis. Etc. The study reached a wide range of results, the most important of which are: The level of availability of innovative marketing and the entrepreneurial orientation in Mobilis company was high according to the study scale, as well as the presence of a significant role of innovative marketing in its various dimensions in enhancing the entrepreneurial orientation of the company under study. Furthermore, the study concluded a number of recommendations, most notably: The company under study should invest more and continuously in the areas of innovative marketing, provide modern and advanced information technology, and intensify research and development activities to achieve entrepreneurship, in addition to spreading the entrepreneurial culture that boosts innovation and creativity.

Keywords: Innovative marketing, Marketing information systems, information technology, Research and Development, Entrepreneurial orientation.

1. Introduction

The follower of the business environment today, notes that institutions of all kinds are competing to provide the smartest and most innovative environment to attract talents and benefit from them to build their strength and excellence and enhance their competitiveness. The innovative institution is the institution that exists strongly, and in the world we live in today, in which the movement of minds, talents and information has become open as never before, and with the continuation of scientific progress, technological development and the information revolution, and the increasing intensity of competition and the diversity of markets and needs and the speed of their

change, institutions have gradually become aware of the importance of innovation and its essential role in providing new products, technologies, processes and methods that achieve competitive advantages for the institution that are no less valuable and efficient than any other source, so that innovation becomes the most important activity. In advanced business companies, the most important in terms of contributing to survival and growth.

If the organization wants to adopt innovation in its activities, marketing is among the areas that lead the change process to ensure the organization excellence and avoidance of the danger of competitors, and the ability to adapt to contemporary developments. From this standpoint, innovative marketing has become an urgent need that many institutions seek to reach, and this concept comes from the fact that customers have become masters in the market, because they are the ones who determine marketing strategies and activities, and in light of their desires and needs, marketing goals are determined and drawn that innovation has become a close factor in order to ensure the continuity of competitive advantage and enhance the entrepreneurial orientations of institutions (Zeidan, 2018, 1).

1-1. The problem of the study:

The topics of "innovative marketing" and "entrepreneurial orientation" have become the focus of attention of managers in most public and private institutions, industrial or service, and at various administrative levels, due to their importance in developing these institutions and enhancing their levels of excellence, creativity and innovation. Hence the problem of our study, which can be formulated as follows:

What is the role of innovative marketing in enhancing the entrepreneurial orientation of Mobilis Biskra branch?

The following sub-questions fall within this problem:

- What is the level of availability of innovative marketing with its various elements in the company under study?
- What is the level of availability of entrepreneurial trends in the company under study?
- What is the nature of the relationship between innovative marketing and the entrepreneurial orientation of the company under study?
- What is the role of "senior management's conviction in innovative marketing" in enhancing the entrepreneurial orientation of the company under study?
- What is the role of "marketing information systems" in enhancing the entrepreneurial orientation of the company under study?
- What is the role of "Information Technology" in enhancing the entrepreneurial orientation of the company under study?

- What is the role of "R&D activities" in enhancing the entrepreneurial orientation of the company under study?

1-2. Objectives of the study

This study aimed to identify the role of innovative marketing in enhancing the entrepreneurial orientation of the company under study through the following:

- Provide a theoretical approach to innovative marketing and entrepreneurial orientation.
- Determine the level of availability of innovative marketing with its various elements in the company under study.
- Identify the level of availability of entrepreneurial trends in the company under study.
- Statement of the nature of the relationship and impact between innovative marketing and the entrepreneurial orientation of the company under study.
- Demonstrate the role of each dimension of innovative marketing in enhancing the entrepreneurial orientation of the company under study.
- Coming up with a number of conclusions and suggestions for the company under study regarding the role of innovative marketing in enhancing the entrepreneurial orientation of business organizations.

1-3. Study hypotheses:

In order to achieve the objectives of the study and test its model, the study relied on the following hypotheses:

The main hypothesis: "There is a statistically significant role for innovative marketing in its various dimensions in enhancing the entrepreneurial orientation of Mobilis Biskra branch." The following sub-hypotheses fall into this hypothesis:

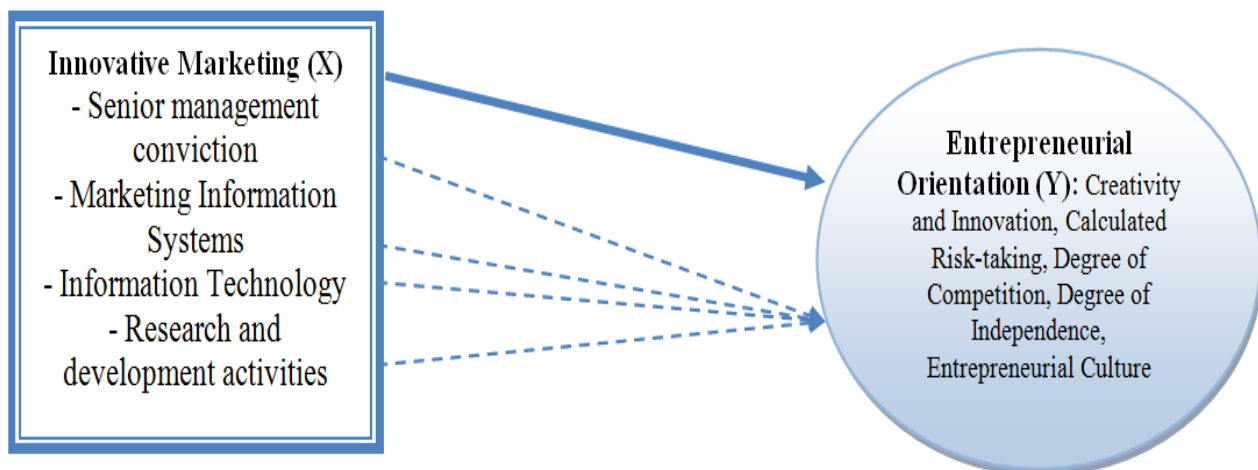
- There is a significant role for the senior management's conviction of innovative marketing in enhancing the entrepreneurial orientation of Mobilis Biskra branch.
- There is a significant role for marketing information systems in enhancing the entrepreneurial orientation of Mobilis Biskra branch.
- There is a significant role for information technology in enhancing the entrepreneurial orientation of Mobilis, Biskra branch.
- There is a significant role for R&D activities in promoting the entrepreneurial orientation of Mobilis Biskra branch.

1-4. Study Model:

In light of the problem of the study, a model has been prepared showing the relationship between the variables under study as follows:

- **The independent variable:** represented in **innovative marketing** and includes the following dimensions: (senior management's conviction of innovative marketing, marketing information systems, information technology, and research and development activities) based on a study (Al-Akhras, 2019).
- **The dependent variable:** It is represented in **the entrepreneurial orientation** and includes dimensions: (creativity and innovation, risk-taking, degree of competition, degree of independence, entrepreneurial culture) based on a study (Abu Qarn, 2015). The relationship between these two variables can be illustrated in the following figure:

Figure (1) Hypothetical study model



Source: Prepared by the authors based on previous studies

2. Innovative Marketing

2-1. The concept of innovative marketing

The goal of any marketing activity is to attract the customer through several means that would work to attract him appropriately, and through the developments that accompanied marketing appeared the concept of innovative marketing, and determined (Kotler et al., 2001) that the marketing of consumer goods has emerged first, and then developments continued until the emergence of marketing industrial goods in the sixties of the twentieth century, and developments have continued until the concept of non-profit and social marketing, and marketing services emerged in the seventies and eighties of the century Twenty, then the concept of service marketing crystallized, which represented a qualitative leap in concepts, after which the concept of pioneering marketing appeared in the nineties, while the concept of innovative marketing emerged in 2000, to represent a fundamental shift in marketing concepts (Kashmola, 2014, 167-186).

The definitions of innovative marketing varied with the multiplicity of opinions and orientations of many writers and researchers, as it was defined (Mcintyre, 1993) as "the application of new creative ideas in all areas of the marketing process, as it involves the need for innovative thinking in development and production research, in consumer and market research, in the production process, packaging, as well as pricing, advertising, promotion, advertising and sale", and was also defined as "the process of finding new and unusual creative solutions to problems and needs, This includes the development of new products and services, and new processes that contribute to the performance of regulatory functions" (Abdul Allah et al., 2021, 86-104).

(Hill & Jones 2001) believes that innovative marketing refers to an organization's ability to introduce as many new products as possible and more quickly compared to competitors, thus increasing its market share. It also represents every new idea in the areas of marketing activities that leads to positive change and is successfully applied in a way that makes the organization a marketing leader and ahead of competing institutions in the marketing field (Nouri and Dulaimi, 2018, 131-152).

Innovative marketing focuses on marketing activity and methods of marketing work, especially concerning the elements of the marketing mix and the methods, methods and procedures of the institution or the use of equipment and machinery that contribute to creating a new marketing situation, whether in the field of product, distribution or promotion, and so on; Private parties for a sample of customers is innovative marketing, so any distinctive and unique act in the field of marketing that makes the organization different from others in the market enters the field of innovative marketing (Obaidi, 2009, 151-182).

2-2. Dimensions (domains) of innovative marketing

Innovative marketing has several dimensions or areas, mainly represented in:

1- Product innovation: It is the ability of an organization to introduce new products to market, or to make additions or improvements, in whole or in part, so that they are different from the current product to one degree or another (Nadoush et al., 2022, 596-606). This type of innovation is part of technological innovation which is intended to introduce the organization to new products or improve existing ones, design new production processes or improve existing ones. Product innovation includes one or more of the following dimensions: "Adding a new line to existing product lines", "Creating a new product that did not already exist on the market", "Modifying or developing existing products".

2- Innovation in the field of price: Innovation in price is one of the important entrances in achieving marketing excellence and competitive advantage for the institution, because of its prominent role in achieving the success of the institution in marketing its products successfully. Price is the decisive decision for all operations as it determines what must be done by the customer in exchange for obtaining the commodity or product of that institution he wants to obtain. Price is the most flexible element of the marketing mix and a decisive decision for all marketing operations (complete and good, 2019, 367-383).

There are some innovative methods in the field of pricing used by more than one institution, all of which have been successful, and some of them can be inferred (Zeidan, 2018, 27-28): "The customer sets the price of the product himself, the method of pricing the group, obtaining price advantages for annual subscription card holders, prime-time pricing and off-peak pricing, psychological pricing, retail at wholesale price, and finally price competition by announcing that the

institution's prices are lower than others, or making reductions in the prices of some items, especially During weekends.

3- Innovation in the field of promotion: It is defined as the ability of the organization to use creative and innovative promotional messages to target customers using advertising, personal selling and other elements of the promotional mix, through public and personal media to inform them about the specifications and benefits of the product and that it meets their needs and desires to motivate and convince them to try to buy it (Ibrahim, 2021, 170-202).

4- Innovation in the field of distribution: It includes activities that are performed for the purpose of achieving the flow of products for customers, and in a way that ensures the creation of temporal and spatial benefits, and there are many distribution activities that can be useful in marketing innovation for both the customer and the marketer, and innovation in distribution may include innovation in the internal product design of the distribution executors as well as the environment surrounding the distribution process, which may greatly affect the attraction of customers (Nadoush et al., 2022, 596-606).

3. Entrepreneurial orientation

3. 1. Entrepreneurship: The concept of leadership occupied a space in the thinking of administrators and economists, and management scientists have alerted to the need to direct scientific research to study the phenomenon of entrepreneurship as one of the challenges that accompanied the emergence of the industrial revolution, and what is associated with successive schools of thought in monitoring it to remove it, and seeking to diagnose it in order to analyze it, predict its expected results and think about the mechanism for dealing with it According to complete and limited rational assumptions with a closed and open perspective until the end of World War II, but the nature of the cognitive transformations witnessed by the business space and its environment after the fifties of the twentieth century, and the subsequent decades until the early third millennium, dictated the inevitability of adopting a thinking approach to intellectual trends and shifts in leadership as a concept and model, characteristics, impact and influence in the creativity and learning of institutions and their will to deal with the language of optimism (Ismail, 2010, 66-90).

Writers and scholars in the field of management and economics have been exposed to the concept of entrepreneurship in a wide and distinct manner, and each of them defined this concept according to his field of specialization and type of work, so the student and researcher in the subject of entrepreneurship face great challenges in clarifying or giving a specific definition of it, as the definition of leadership and defining its concept has been linked to economic theories on the one hand and the nature of the economic model prevailing in the country on the other hand. Entrepreneurship is defined Linguistically, the origin of the leadership (ريادة) is: روداً ورياداً, which means Return the thing, i.e. its request, and Return the land, i.e. inspect the pastures and water around it to see whether it is ephemeral or not.

The concept of leadership is an old concept and was used for the first time at the beginning of the sixteenth century, and the concept at the time included **the meaning of risk and bearing the difficulties** that accompanied military exploration campaigns, and the concept of leadership entered economic activities at the beginning of the eighteenth century by the Irish economist (Richard Cantillon), who described the merchant who buys goods at a specific price, to sell them in the future

at a price he does not know in advance as a **pioneer** It is thanks to one industrialist, (J.B.Say, who saw in the entrepreneur a superior ability to manage (Ghannam, 2017, 19-20).

The Oxford Dictionary defined entrepreneurship as the courage you need to embark on a bold new project. Dolling (1995) defined it as the formation of an innovative economic enterprise in order to make a profit or grow under conditions of risk and uncertainty. Robert & Michel 2002 It is the first in a field through courage, determination, determination to succeed and taking risks in order to achieve excellence (Abu Juwaifel, 2018, 13-14).

Barringer & Ireland (2008) , defined it as a process by which individuals seek opportunities beyond the resources that are not currently available. There are those who defined it as a phenomenon associated with innovation, creativity, renewal, discovering new opportunities, initiating their adoption, taking risks, dealing with unclear circumstances, willingness to accept failure, the need for achievement that leads to wealth and growth, and the adoption of new values such as adding new services or improvements to the product or any advantages. Other (Al-Shawahin, 2017, 16-17).

As for entrepreneurship, in its broad sense, it is to provide practical initiatives to achieve the needs of society, by translating ideas into a practical reality that society can benefit from, whether the forms of benefit are applied ideas, products or other forms, and therefore leadership is not limited to the establishment of projects and self-employment, but can be in any field that achieves the benefit and benefit of the individual and society (Moussa, 2018, 13).

3.2. Leadership strategies (factors affecting their success)

Entrepreneurship is an engine for the economic prosperity of any country, and for that entrepreneurs must be qualified to change markets, services, products and technology in the business world today, and below we will present a set of factors affecting the success of entrepreneurship as follows (Abu Qarn, 2015, pp. 20-28):

1- Calculated risk: Risk is considered that the entrepreneur or entrepreneurs risk launching new products regardless of the risks of competition in the markets; risk is what is taken into account with the possibility of loss. What should be noted is that a calculated risk has a greater likelihood of success than failure.

2- Entrepreneurial culture: It is one of the important factors that determine the attitudes of individuals towards entrepreneurship initiatives, as a culture that encourages and values entrepreneurial behaviors such as risk, independence, achievement, and others helps promote the possibility of radical changes in society.

3- Creativity and innovation: Creativity includes the ability to touch problems and solve them efficiently and competently, creativity is defined as the process of sensitizing to problems, awareness of weaknesses, gaps, inconsistency and lack of information, searching for solutions, predicting and formulating new hypotheses, testing and reformulating hypotheses in order to reach new solutions or links using the available data and transferring or communicating the results to others, and solving these problems requires the availability of special preparations, so creativity was also defined as the features of the creator that include fluency in Thinking, flexibility, originality, sensitivity to problems, redefining the problem and clarifying it in detail.

4- Degree of competitiveness: Entrepreneurship requires entrepreneurs to have the ability to compete by knowing where, when, how and what to start their project, in addition to mastering work in an innovative way in light of his ability to withstand the repercussions of everything new,

his self-confidence, ambition and ability to create and innovate, as these features help him to compete effectively, accept challenges and overcome difficulties.

5- The degree of independence: One of the most important principles of successful or good leadership is that the entrepreneur enjoys the so-called independence, and these are characterized by a range of types of intellectual, financial, philosophical and other independence. Ownership of the project gives the entrepreneur the independence and opportunity to achieve what they aspire to without relying on others to achieve goals.

4. Study methodology and procedures

4.1. Study Methodology: The method is defined as the method followed by the researcher in his study to discover the truth, and to answer the questions and inquiries raised by the subject of the study, we relied in this study on the descriptive approach, which represents a set of research procedures that are integrated to describe the phenomenon depending on the collection, classification, processing and analysis of facts and data in an adequate and accurate manner to extract their significance and reach results and generalizations about the phenomenon under study.

4.2. Study population and sample: The target research population consists of all employees of Mobilis, Biskra branch, and we took a simple random sample of (30) male and female employees, and the questionnaire was distributed to them through several field visits, and all of them were retrieved. After examining them, none of them were excluded because they met the correct answer conditions.

4.3. Study tool: In order to achieve the objectives of the study and test its hypotheses, and to know the level of availability of both innovative marketing and entrepreneurial orientation in the company under study. We prepared a questionnaire as the main tool to collect the required data and information, as the innovative marketing variable was prepared based on a study (Al-Akhras, 2019). As for the entrepreneurial orientation variable, it was prepared based on a study (Abu Qarn , 2015). The questionnaire consisted of two sections; the first included the personal and functional data of administrative staff, namely: "gender, age, academic qualification, and number of years of experience". The second section was devoted to the axes of the questionnaire and included two axes; the first dealt with **innovative marketing** and included (25) phrases distributed on four dimensions: "**The direction of senior management to support innovative marketing, marketing information systems, information technology, and R&D activities.**" The second axis was devoted to **entrepreneurial orientation** and included (31) phrases distributed on five dimensions: "**creativity and innovation, calculated risk, degree of competition, degree of independence, and entrepreneurial culture.**" "

- **The truthfulness of the tool:** The truthfulness of the tool means the ability of the questionnaire to measure the variables that were designed to measure, and to verify the validity of the questionnaire used in the research, we relied on the **truthfulness** of the test, where the coefficient of the validity of the test was calculated by taking the square root of the stability coefficient "Alpha Cronbach", as shown in Table (1), as we find that **the total honesty coefficient** of the study tool reached) 0.988) which is a good coefficient and suitable for the purposes and objectives of this study, and we also note that the coefficient of truthfulness of the two variables of the study is very large and appropriate, and thus we have confirmed the validity of the tool.

- **Stability of the tool:** It means the extent to which the same results or close results were obtained if the research was repeated in similar conditions using the same tool, and the stability of the study

tool was measured using the Cronbach alpha coefficient, which determines the level of acceptance of the measurement tool at the level of (0.60) or more, where the results were as follows:

Table 1: Stability and Honesty Coefficients

Variable	Number of ferries	Cronbach's alpha stability coefficient	Honesty coefficient
Innovative Marketing	25	0.963	0.981
Entrepreneurial orientation	31	0.966	0.982
The resolution as a whole	56	0.978	0.988

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

Through this table, we note that the **total stability coefficient** of the study tool reached (0.978), which is a very large stability coefficient and suitable for the purposes of this study, and the stability coefficient for the two axes of the study is very high and appropriate, and thus we have made sure of the stability of the tool, which makes us fully confident in its validity and validity for analyzing the results.

5. The results of the statistical analysis of the study and the telling of hypotheses

5.1. Results of the statistical analysis of the study

5.1.1. Analysis of the first axis to answer the following question:

What is the level of availability of innovative marketing with its various elements in the company under study?

To answer this question, the results shown in the following table must be studied and analyzed.

Table (2): The general trend of the responses of the study sample members about the phrases of the innovative marketing axis

figure	Elements of innovative marketing and measurement phrases	Arithmetic mean	Standard deviation	Materiality	Availability
	First of all. Senior Management Orientation to Support Innovative Marketing	4.59	0.470	3	High
1	Mobilis' senior management is interested in marketing innovation to improve its marketing performance.	4.63	0.490	1	High
2	The company's senior management considers innovative marketing to be one of the most important elements of competition.	4.63	0.490	2	High

3	Top management provides material and moral support and rewards to innovators.	4.63	0.490	3	High
4	The company holds periodic meetings and meetings between managers and employees to encourage them to innovate marketing and listen to their new opinions and ideas.	4.63	0.490	4	High
5	Senior management supports development and research activities that help innovative commercialization.	4.50	0.509	6	High
6	The company participates in marketing innovation courses to train employees	4.50	0.509	7	High
7	The company's senior management is interested in developing the knowledge of employees on a permanent basis.	4.63	0.490	5	High
Secondly. Availability of marketing information systems to support innovative marketing		4.74	0.421	2	High
8	The company has a marketing information system that supports decision-making.	4.77	0.430	1	High
9	The available marketing information is of high quality in terms of modernity, comprehensiveness and timeliness.	4.77	0.430	2	High
10	Marketing innovation depends on the efficiency of the marketing information system.	4.77	0.430	3	High
11	Marketing innovations are presented in the light of feedback.	4.77	0.430	4	High
12	The company has a system that prevents information leakage related to marketing innovations.	4.77	0.430	5	High
13	The company has controls that enable it to maintain the confidentiality of various information.	4.63	0.490	6	High
Thirdly. IT availability to support innovative commercialization		4.76	0.430	1	High

14	The company uses IT means in its decision-making.	4.77	0.430	1	High
15	The company uses information technology to create marketing innovations.	4.77	0.430	2	High
16	The Department provides staff with IT training courses.	4.77	0.430	3	High
17	The company facilitates effective communication for the transfer of ideas and innovations between all departments and individuals by providing modern information technology in various means.	4.77	0.430	4	High
18	The company's management is able to implement its plans through its IT management.	4.77	0.430	5	High
19	The company relies on information technology in terms of speed and accuracy in the delivery of services.	4.77	0.430	6	High
Fourthly. R&D activities to support innovative commercialization		4.42	0.824	4	High
20	The company is keen to keep pace with modern changes in the field of services.	4.50	0.731	3	High
21	The company encourages its employees to use innovative methods in order to permanently improve work performance..	4.37	1.033	4	High
22	The company provides an environment that supports innovation and continuous development.	4.17	1.262	5	High
23	The company is keen to discover new concepts for use in research and development processes.	4.17	1.262	6	High
24	The company seeks to develop its own capabilities in order to carry out its service operations easily.	4.63	0.490	2	High
25	The company develops its infrastructure to keep pace with changes in the external environment.	4.73	0.450	1	High
Innovative marketing as a group		4.63	0.441	/	High

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that after:

A- Availability of information technology to support innovative marketing: It came in the first place in terms of the relative importance given to it by the members of the study sample, as the arithmetic mean of the answers to this dimension reached (4.76) with a standard deviation (0.430). According to the scale of the study, this dimension indicates a "high" acceptance rate.". We also note from the averages of the responses of the members of the study sample to the statements of this dimension that they constitute a high acceptance as well, and this result indicates that the company under study uses information technology means in making its decisions, and in finding marketing innovations, and provides employees with training courses on information technology methods, in addition to that it relies on information technology significantly in terms of speed and accuracy in the delivery of services.

B- Availability of marketing information systems: It came in second place in terms of the relative importance given to it by the members of the study sample, as the arithmetic mean of the answers to this dimension reached (4.74) with a standard deviation (0.421). According to the scale of the study, this dimension indicates a "high" acceptance rate.". What is also noticeable from the averages of the responses of the study sample members to the statements of this dimension is that they constitute high acceptance as well. This result indicates that the company under study provides a marketing information system that supports decision-making, and includes high-quality marketing information in terms of modernity, comprehensiveness and timing, and also has controls that enable it to maintain the confidentiality of various information, all of which enables it to provide marketing innovations in the light of feedback.

C- Senior management's approach to supporting innovative marketing: It came in third place in terms of the relative importance given to it by the respondents, as the arithmetic mean of the answers for this dimension reached (4.59) with a standard deviation (0.470). According to the scale of the study, this dimension indicates a "high" acceptance rate. We also note from the averages of the responses of the study sample members to the statements of this dimension that they constitute high acceptance. Also, this result indicates that the senior management of Mobilis is interested in marketing innovation to improve its marketing performance, and considers it one of the most important elements of competition, and works to provide material and moral support and rewards to innovators, in addition to holding periodic meetings and meetings between managers and employees to encourage them to innovate marketing and listen to their new opinions and ideas.

D- Research and Development Activities: It ranked fourth in terms of the relative importance given to it by the respondents, as the arithmetic mean of the answers for this dimension reached (4.42) with a standard deviation of (0.824). According to the scale of the study, this dimension indicates a "high" acceptance rate. We also note from the averages of the responses of the study sample members to the statements of this dimension that they constitute high acceptance as well, this result indicates that Mobilis' senior management is interested in developing its infrastructure to keep pace with changes in the external environment, in addition to developing its own capabilities in order to carry out its service operations easily, and encourages its employees to use innovative methods in order to improve work performance permanently, and provides an environment that supports innovation and continuous development..

Based on the foregoing, it is clear that the level of availability of innovative marketing in its various dimensions was high according to the scale of the study, where the arithmetic mean of the

respondents' answers to the statements of this axis combined (4.63) with a standard deviation (0.441).

5.1.2. Analysis of the second axis to answer the following question: What is the level of availability of entrepreneurial trends in the company under study?

To answer this question, the results shown in the following table must be studied and analyzed..

Table (3): The general trend of the answers of the study sample members about the statements of the entrepreneurial orientation axis

figure	Dimensions of entrepreneurial orientation and measurement phrases	Arithmetic mean	Standard deviation	Materiality	Availability
First of all. Creativity & Innovation		4.04	0.853	5	High
1	The company encourages its employees to use new ways of working..	4.23	0.430	2	High
2	The company rewards employees for the new ideas they bring.	3.87	1.137	6	High
3	The company encourages its employees to obtain technical and scientific qualifications that contribute to the development of service delivery methods..	4.13	0.860	4	High
4	The company morally supports the new ideas presented.	4.23	0.626	3	High
5	The company financially supports the new ideas submitted.	3.73	1.388	8	High
6	The company encourages innovative ideas and ambitious projects.	4.27	0.828	1	High
7	The company gives opportunities to those with creative and innovative ideas by providing them with the necessary financial support after the economic feasibility of their ideas is studied..	3.87	1.137	7	High
8	The resources and resources available in the company help to raise the level of innovation and creativity.	4.00	0.947	5	High
Secondly. Calculated Risk		4.14	0.794	4	High

9	The company seeks to venture into pioneering projects with clear results.	3.90	1.470	6	High
10	Entrepreneurial projects bear the costs of using the latest technological technologies.	3.73	1.388	7	High
11	The entrepreneurial projects adopted by the company bear the costs of entering the market.	4.13	1.074	4	High
12	The company initiates the adoption of new ideas and methods and the search for solutions to problems.	3.93	0.868	5	High
13	The company adopts a preliminary study before opening training programs related to entrepreneurial projects.	4.37	0.490	3	High
14	The company periodically evaluates the results of the pioneering outputs of the training programs.	4.47	0.507	2	High
15	The company can afford the costs of entering the market for entrepreneurial projects.	4.50	0.509	1	High
Thirdly. Degree of competition		4.67	0.439	1	High
16	The company is interested in studying the conditions of competitors and analyzing the differences between service levels.	4.73	0.450	1	High
17	The company is studying the conditions of competitors to improve the service.	4.60	0.498	5	High
18	The company is interested in studying and analyzing the market share.	4.73	0.450	2	High
19	The company has a mechanism to follow up on changes in the needs and desires of customers.	4.60	0.498	6	High
20	The company encourages competition among employees in order to discover	4.73	0.450	3	High

	entrepreneurs and creators.				
21	The entrepreneurial ideas adopted by the company provide high quality products and services.	4.60	0.498	7	High
22	Entrepreneurial projects can easily enter new markets.	4.73	0.450	4	High
Fourthly. Degree of independence		4.61	0.429	3	High
23	The company encourages a culture of intellectual independence in its entrepreneurial programs.	4.60	0.498	3	High
24	The company encourages a culture of financial independence in its entrepreneurial programs.	4.63	0.490	1	High
25	Management gives sufficient freedom to employees to come up with new entrepreneurial ideas.	4.60	0.498	4	High
26	The company gives full freedom to employees in the way pioneering projects are implemented.	4.63	0.490	2	High
Fifthly. Entrepreneurial Culture		4.64	0.419	2	High
27	The company's management adopts the entrepreneurial culture and works to support and develop it.	4.60	0.498	3	High
28	The company attaches great importance to building a culture of entrepreneurial thinking.	4.73	0.450	1	High
29	The company provides an entrepreneurial cultural environment that supports innovation, creativity, excellence and achievement.	4.60	0.498	4	High
30	The corporate culture greatly supports individual successes based on personal efforts.	4.73	0.450	2	High

31	Encourages risk-taking entrepreneurship.	4.57	0.504	5	High
Entrepreneurial orientation as a group		4.38	0.533	/	High

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that after:

A- The degree of competition: came in the first place in terms of the relative importance given to it by the members of the study sample, as the arithmetic mean of the answers for this dimension reached (4.67) with a standard deviation (0.439). According to the scale of the study, this dimension indicates a "high" acceptance rate. We also note from the averages of the responses of the study sample members to the statements of this dimension that they constitute high acceptance as well, this result indicates that The company under study is interested in studying the conditions of competitors and analyzing the differences between the levels of service provided, and studying and analyzing the market share, and also developing a mechanism to follow up on changes in the needs and desires of customers.

B- Entrepreneurial culture: came in second place in terms of the relative importance given to it by the members of the study sample, as the arithmetic mean of the answers for this dimension reached (4.64) with a standard deviation (0.419). According to the scale of the study, this dimension indicates a "high" acceptance rate, and the thing also observed from the averages of the answers of the study sample members to the statements of this dimension is that they constitute high acceptance, this result indicates that The company under study gives great importance to building a culture of entrepreneurial thinking, this culture greatly supports individual successes based on personal efforts, and encourages risk taking in entrepreneurship.

C- The degree of independence: came in third place in terms of the relative importance given to it by the respondents, as the arithmetic mean of the answers for this dimension reached (4.61) with a standard deviation (0.429). According to the scale of the study, this dimension indicates a "high" acceptance rate, and the thing observed from the averages of the respondents' answers to the statements of this dimension is that they constitute high acceptance as well, this result shows that The company under study encourages a culture of material and intellectual independence in its entrepreneurial programs, and gives full freedom to employees to present and express new entrepreneurial ideas and in the way pioneering projects are implemented..

D- Calculated risk: came in fourth place in terms of the relative importance given to it by the members of the study sample, as the arithmetic mean of the answers for this dimension reached (4.14) with a standard deviation (0.794). According to the scale of the study, this dimension indicates a "high" acceptance rate, and the thing observed from the averages of the answers of the study sample on the statements of this dimension is that they constitute high acceptance as well, and this result indicates that The company under study adopts a preliminary study before opening training programs related to entrepreneurial projects, and initiates the adoption of new ideas and methods and the search for solutions to problems, in addition to that the entrepreneurial projects adopted by the company bear the costs of using the latest technological technologies.

E - Creativity and innovation: came in fifth place in terms of the relative importance given to him by the members of the study sample, as the arithmetic mean of the answers for this dimension (**4.04**) with a standard deviation (**0.853**). According to the scale of the study, this dimension indicates a high acceptance rate, and the thing observed from the averages of the respondents' answers to the statements of this dimension is that they constitute high acceptance as well, and this result indicates The company under study encourages innovative ideas and ambitious projects, encourages its employees to use new methods of work, and morally supports the new ideas submitted, in addition to giving employees rewards for the new ideas they submit..

Based on the foregoing, it is clear that the level of entrepreneurial orientation of the company under study was high in its various dimensions according to the scale of the study, where the arithmetic mean of the respondents' answers to the statements of this axis combined reached (4.38) with a standard deviation (0.533).

5.2. Hypothesis Testing

5.1.2. Main hypothesis test: I use simple linear regression analysis and (F) test to test the first main hypothesis with its different branches, and determine the significance of the regression model, as the relationship between the two variables under study can be expressed Innovative marketing (X) and entrepreneurial orientation (Y) with the following estimated regression equation:

$$\hat{y}_i = b_0 + b_1 X_i$$

The main hypothesis states the following: "There is a statistically significant role for innovative marketing as a group in promoting the entrepreneurial orientation of Mobilis, Biskra branch, at the significance level (0.05). "

To test this hypothesis, the results shown in the following table must be studied and analyzed:

Table (4) : Results of simple regression analysis to clarify the impact of innovative marketing as a group on the entrepreneurial orientation of the company under study

Coefficient of determination R ²	Correlation coefficient R	sig	F _{tab}	F _{cal}	Innovative Marketing (X)	constant	Entrepreneurial orientation (Dependent variable: Y)
					b ₁	b ₀	
0.635	0.797	0.000	4.20	48.79	0.964	-0.082	

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that the equation of simple linear regression between the variables: innovative marketing (X) and entrepreneurial orientation (Y) takes the following form:

Expected entrepreneurial orientation= -0.082+ 0.964(innovative marketing)

We also note that the calculated value of (F) reached (**48.79**), which is greater than the tabular value of (F) (4.20), with a significant level (0.000), which is less than the approved level (0.05), and thus

we infer the significance or validity of the simple regression model; **Innovative marketing and entrepreneurial orientation**" reached a strength (**0.797**) in other words, it can be said that "innovative marketing as a group has a major role in enhancing the entrepreneurial orientation of the company under study. The value of the coefficient of determination indicates that (63.5%) of the changes in the entrepreneurial orientation of the company under study are caused by the innovative marketing carried out by the company.

A- Testing the first sub-hypothesis: This hypothesis states the following:

" **There is a significant role for the senior management's conviction of innovative marketing in strengthening the entrepreneurial orientation of Mobilis Biskra branch at the level of morale (0.05)**". To test this hypothesis, the results shown in the following table must be studied and analyzed:

Table (5): Results of simple regression analysis to illustrate the role of senior management's conviction in innovative marketing in enhancing the company's entrepreneurial orientation

Coefficient of determination R^2	Correlation coefficient R	sig	F_{tab}	F_{cal}	Senior Management Conviction (X1)	constant	Entrepreneurial orientation (Dependent variable: Y)
					b_1	b_0	
0.204	0.452	0.012	4.20	7.196	0.513	2.022	

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that the regression equation between the variables of **senior management's conviction of innovative marketing (X1)** and **entrepreneurial orientation (Y)** at the University of Biskra takes the following form:

$$\text{Expected entrepreneurial orientation} = 2.022 + 0.513 (\text{Senior management's conviction of innovative marketing})$$

We also note that the calculated value of (F) reached (**7.196**), which is greater than the tabular value of (F) (4.20), with a significant level of (0.012), which is less than the approved level, and thus we infer the significance or validity of the regression model; **The entrepreneur**" reached a strength (**0.452**) in other words, it can be said that "the conviction of senior management in innovative marketing plays an important role in enhancing the entrepreneurial orientation of the company under study. The value of the coefficient of determination indicates that (20.4%) of the changes in the entrepreneurial orientation of the company under study is explained by the conviction of the company's senior management of the importance of innovative marketing..

B- Testing the second sub-hypothesis: This hypothesis states the following:

"**There is a significant role for marketing information systems in enhancing the entrepreneurial orientation of Mobilis, Biskar branch, at the level of morale (0.05)**". To test this hypothesis, the results shown in the following table must be studied and analyzed:

Table (6) :Simple regression analysis results to illustrate the role of marketing information systems in enhancing the entrepreneurial orientation of the company

Coefficient of determination R^2	Correlation coefficient R	sig	F_{tab}	F_{cal}	Marketing Information Systems (X2)	constant	
					b_1	b_0	
0.308	0.555	0.001	4.20	12.434	0.702	1.049	Entrepreneurial orientation (Dependent variable: Y)

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that the equation of simple linear regression between the variables of **marketing information systems (X2)** and **entrepreneurial orientation (Y)** at the University of Biskra takes the following form:

$$\text{Expected entrepreneurial orientation} = 1.049 + 0.702(\text{Marketing Information Systems})$$

We also note that the calculated value of (F) reached (**12.434**), which is greater than the tabular value of (F): (4.20), with a significant level of (0.001), which is less than the approved level (0.05), and thus we infer the significance or validity of the simple regression model; **and entrepreneurial orientation**" reached a strength (**0.555**) in other words, it can be said that "marketing information systems have an important role in enhancing the entrepreneurial orientation of the company under study. The value of the coefficient of determination indicates that (30.8%) of the changes in the entrepreneurial orientation of the company under study are explained by the marketing information systems provided by the company.

C- Testing the third sub-hypothesis: This hypothesis states the following:

" **There is a significant role for information technology in enhancing the entrepreneurial orientation of Mobilis, Biskra branch, at the level of morale (0.05) "**. To test this hypothesis, the results shown in the following table must be studied and analyzed:

Table (7): Results of simple regression analysis to illustrate the role of information technology in enhancing the entrepreneurial orientation of the company

Coefficient of determination R^2	Correlation coefficient R	sig	F_{tab}	F_{cal}	Information Technology (x3)	constant
					b_1	b_0

0.197	0.444	0.014	4.20	6.869	0.551	1.176	Entrepreneurial orientation (Dependent variable: Y)
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Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that the equation of simple linear regression between the IT variables (X3) and **the entrepreneurial orientation (Y)** at the University of Biskra takes the following form:

$$\text{Expected Entrepreneurial Orientation} = 1.176 + 0.551(\text{IT})$$

We also note that the calculated value of (F) reached (**6.869**), which is greater than the tabular value of (F) (4.20), with a significant level (0.014), which is less than the approved level (0.05), and thus we infer the significance or validity of the simple regression model, that is, there is a positive significant relationship between the two variables: **Information Technology and Entrepreneurial Orientation**" reached a strength (**0.444**) in other words, it can be said that "information technology has an important role in enhancing the entrepreneurial orientation of the company under study. The value of the coefficient indicates that (19.7%) of the changes in the entrepreneurial orientation of the company under study are caused by the information technology provided by the company.

D- Testing the fourth sub-hypothesis: "There is a significant role for research and development activities in enhancing the entrepreneurial orientation of Mobilis Biskra branch at the level of morale (0.05)" . To test this hypothesis, the results shown in the following table must be studied and analyzed:

Table (8) :Results of simple regression analysis to illustrate the role of R&D activities in enhancing the entrepreneurial orientation of the company

Coefficient of determination R²	Correlation coefficient R	sig	F _{tab}	F _{cal}	R&D activities(X4)	constant	
					b ₁	b ₀	
0.927	0.963	0.000	4.20	354.983	0.623	1.621	Entrepreneurial orientation (Dependent variable: Y)

Source: Prepared by the authors based on the outputs of the SPSS program. V 17

It is clear from this table that the simple linear regression equation between the variables of **research and development activities (X4)** and **entrepreneurial orientation (Y)** at the University of Biskra takes the following form:

$$\text{Expected entrepreneurial orientation} = 1.621 + 0.623 (\text{R\&D activities})$$

We also note that the calculated (F) reached (**354.983**), which is greater than the tabular value of (F) (4.20), with a significant level of (0.000), which is less than the approved level (0.05), and thus we infer The significance or validity of the simple regression model; that is, there is a very positive and strong moral relationship between the two variables **"R&D activities and entrepreneurial orientation"** with a strength of (**0.963**) in other words, it can be said that "R&D

activities have a very large role in enhancing the entrepreneurial orientation of the company under study. The value of the coefficient of determination indicates that (92.7%) of the changes in the entrepreneurial orientation of the company under study are explained by the research and development activities carried out by the company.

6. Conclusion (results and suggestions):

6-1. Results: Through this study, we reached the following results:

- The level of availability of innovative marketing in the company under study was high according to the scale of the study.
- The level of availability of information technology to support the company's innovative marketing was high according to the scale of the study.
- The level of availability of marketing information systems in the company under study was high according to the scale of the study.
- The level of orientation of the company's senior management to support innovative marketing was high according to the scale of the study.
- The level of availability of R&D activities in the company under study was high according to the scale of the study.
- The level of entrepreneurial orientation of the company under study was high in its various dimensions according to the scale of the study.
- Innovative marketing as a group has a major role in enhancing the entrepreneurial orientation of the company under study, as the value of the coefficient of determination indicates that (63.5%) of the changes in the entrepreneurial orientation of the company under study are caused by the innovative marketing carried out by the company.
- The conviction of senior management in innovative marketing plays an important role in enhancing the entrepreneurial orientation of the company under study.
- Marketing information systems, information technology and research and development activities play a very important role in enhancing the entrepreneurial orientation of the company under study.

6.2. Suggestions: In light of the results of the field study, we propose the following:

- The company's senior management should support research and development activities that help achieve innovative marketing.
- Marketing innovation courses should be held to train the company's employees.
- A system must be provided to prevent the leakage of information related to marketing innovations. For the company
- The company must increase its investments in information technology to achieve innovation and leadership.
- The company should increase its investments in R&D activities to achieve outstanding marketing innovation.
- The company must financially support the new ideas submitted by the employees.
- The company must give sufficient freedom to employees to propose and express new entrepreneurial ideas.
- The company must constantly adopt the entrepreneurial culture and work to support and develop it.

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