

## Research Article

### **Role of Entrepreneurial Marketing In Enhancing Customer Satisfaction Via Marketing Capabilities**

**An exploratory analytical study of the opinions of a sample of administrators and officials in universities (Warith Al-Anbiyaa – AlZehraa - Alkafeel – Alameed) Affiliated to the holy Shrine of Imam Hussein and Abbasid in Karbala Governorate**

Layla Mohsen Hassan Al-Hakeem

College of Administration and Economics /University of Kerbala Business Management/ Marketing Management

#### Article Info

##### Article history:

Received 09-03-2021

Received in revised form  
24-03-2021

Accepted 22-04-2021

Available online 05-06-  
2022

##### Keywords:

Entrepreneurial Marketing (EM) – Customer Satisfaction (CS) - Marketing Capabilities (MC).

#### Abstract

This study aims to test the mediating role for the Marketing Capabilities of the organization in the relationship between entrepreneurial marketing and enhancing Customer Satisfaction To achieve this goal the researcher used the descriptive analytical method by relying on the questionnaire, which measures the availability of research variables. The research plan was built according to the intermediate model, and the seven main hypotheses of the research, through which the data were subjected to several statistical analyses using a program Spss , Amos. The research sample was intentionally chosen consisting of (50) Respondents of Administrative leaders of the Universities (Wareth Al-Anbiya (20R), Al- Zahra (10R), Alkafil (10R), Al-Ameed (10R), which are affiliated with the Husseiniya and Abbasid Holy Shrine in Karbala Governorate. After conducting statistical analyses, the researcher reached many results, most notably there is an indirect effect between Entrepreneurial marketing and Customer Satisfaction through the Marketing Capabilities In addition to the availability of search variables in the place of application in the Universities, the research recommends a simultaneous focus on taking advantage of the comprehensive marketing foundations and their benefits as a result of anticipating the exploitation of unconscious opportunities from competitors, which will give them the advantage of the Precedence in its business sector, as well as the adoption of the rectifiers of Marketing Capabilities, as they significantly result in enhancing the customer Satisfaction of the organization, the research sample.

## Introduction

Organizations, including universities, face major global challenges; it is difficult to keep them always in the foreground. So these organizations need to adopt new concepts to adapting to these challenges. Leadership is a modern concept, and an essential element in finding solutions to many of the problems. Successful management is the one that initiates the detection of negative and positive variables in the work environment, and adopts policies that reinforce positive aspects, and find solutions to negative aspects, and then creates an appropriate environment that leads to customer interaction with it. The customer is affected by this environment, which satisfies them and encourages them to continue dealing with organizations, in order to improve their marketing operations and early detection of opportunities, innovations and risks that the organization can face, as well as the organization's ability to take advantage of voluntary behaviors practiced by customers intentionally or unintentionally in promoting for the services provided by organizations in an effective manner, which reflects positively on the reputation and performance of the organization.

Organizations also work to meet these challenges by employing all the capabilities they have to confront these changes and continue in the markets and obtain a market share, and one of the capabilities that organizations can employ in this area is marketing capabilities, so organizations work to develop a clearly defined organizational strategy that enables them predict potential future changes and identify expected or actual opportunities as well as how to identify the changing and renewable needs and desires of customers. therefore organizations work to own, develop and employ their marketing capabilities to make them distinct marketing capabilities by which they outperform their competitors and that these capabilities are not imi-

tated, and then determining a proactive approach according to the changing environment and aims from these marketing capabilities to continue to provide superior value to the customer and reach the best competitive performance. In completion of this the current research structure was formulated according to four topics: the first topic dealt with the research methodology, while the second touched on the theoretical side, and included the third The practical aspect of the research, while the fourth was devoted to the most important conclusions and recommendations.

## Research Methodology

### Research problem

The marketing organizations' endeavor to improve their performance is no longer limited to a specific aspect and activity, and therefore it seeks to possess successful means that enable them to enhance their efficiency, and thus investigates the methods that enable them to achieve this in order to compensate for the cost of the marketing activities of an expensive budget that weighs down the contemporary organizations. Entrepreneurial marketing philosophy in many aspects of the life of the organization and the positive aspects that philosophy ungrammatical has become worthwhile to use leadership in marketing activities and focus on what is effective of them in an effort to enhance the satisfaction of its customers through marketing capabilities. Therefore, the main problem that the researcher envisions can be summarized as follows:

There is a weakness in the management of the researched universities' adoption and awareness of the pioneering role of marketing in enhancing customer satisfaction through marketing capabilities. And the following sub-questions emerge from it:

- 1- Do the researched organizations have a clear picture of the concept and im-

portance of entrepreneurial marketing?

- 2- Do the researched organizations seek to adopt entrepreneurial marketing as a marketing business philosophy that seeks to enhance customer satisfaction through marketing capabilities?
- 3- How does entrepreneurial marketing contribute to enhancing customer satisfaction through the marketing capabilities of the research organizations?
- 4- Is there a trend among the researched organizations in adopting the dimensions of entrepreneurial marketing?

### **Importance**

- 1- This research derives its importance in the fact that it establishes theoretically and practically the logical linking of the relationship between three variables, namely, entrepreneurial marketing, customer satisfaction, and marketing capabilities.
- 2- The importance of research lies in being one of the attempts aimed to studying the reality of entrepreneurial marketing in the researched organizations.
- 3- The importance of this research stems from the ability to place decision-makers in the research organization with the results of the research and the results and recommendations that contribute to helping them visualize policies that are more sophisticated, appropriate and in line with the current business environment.
- 4- Knowing the effect of applying the concept of entrepreneurial marketing in enhancing customer satisfaction through the marketing capabilities of the researched organizations.
- 5- The active role of pioneering marketing in the performance of the researched organizations, especially those related to marketing activities.
- 6- Highlighting the importance of entrepreneurial marketing for the researched

organizations and the need to take care of it.

### **Objectives**

- 1- Measuring the level and availability of entrepreneurial marketing, customer satisfaction and marketing capabilities in the research organizations.
- 2- Explanation of the theoretical and conceptual framework for research variables (entrepreneurial marketing, customer satisfaction, and marketing capabilities) in their dimensions, and identifying the extent of the managers' awareness of the importance of these variables.
- 3- Determining the level of correlation and influence among research variables.
- 4- Diagnosing the reality of entrepreneurial marketing in the researched organizations and its importance in enhancing customer satisfaction through marketing capabilities.
- 5- The obstacles facing entrepreneurial marketing in the researched organizations.

### **Data and information**

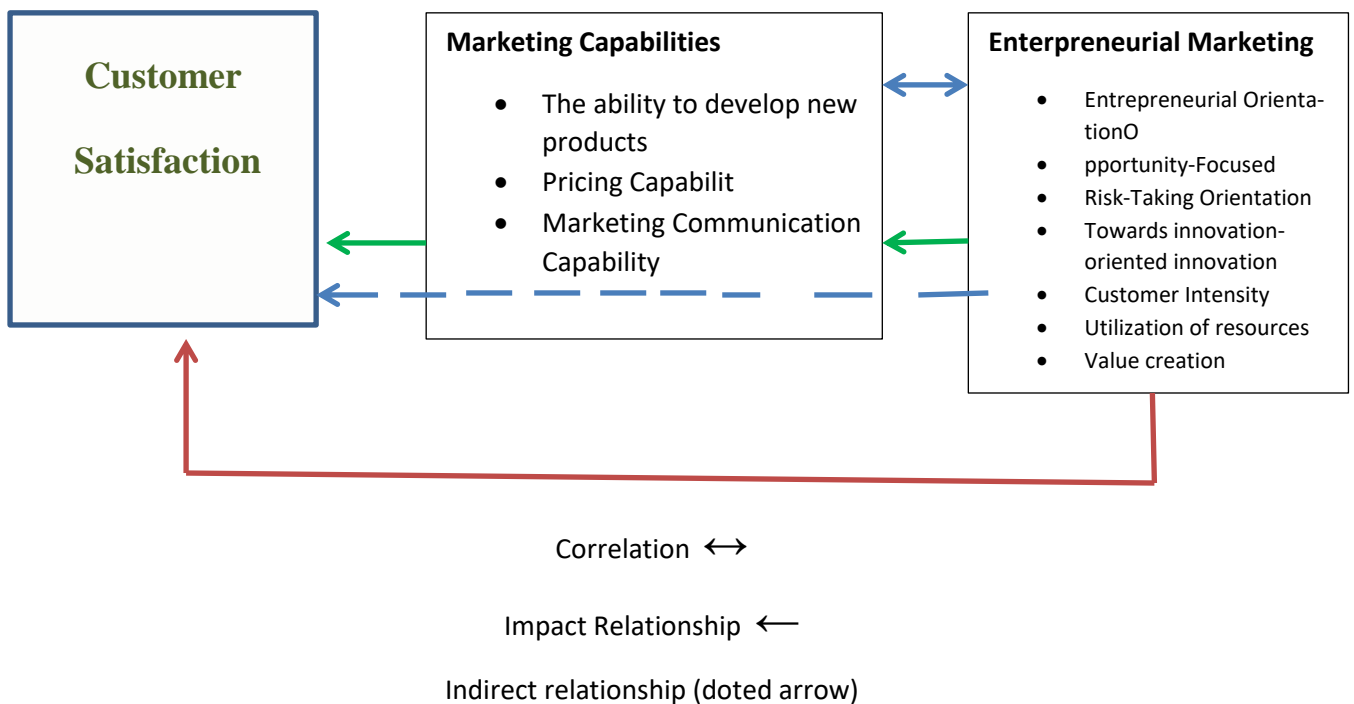
The researcher relied on the process of collecting data and information on the following tools:

- Theoretical side tools: In order to reach the theoretical aspect of the research, the researcher relied on the contributions of researchers and articles collected from books, scientific sources and references, magazines, university theses, research and scientific studies, in Arabic and English languages related to the subject of the research, as well as using the Internet .
- Tools for the practical side: the researcher has relied on the applied side on the electronic questionnaire as a main tool to obtain data and information related to the research variables, and the appendix (1) clarifies the ques-

tionnaire and has been based on the Likret penthouse scale arranged from the phrase (I totally agree) that gave weight (5) To the phrase (totally disagree) which was given weight (1) and response (1-5).

### Research outline and hypotheses

Through the hypothetical scheme of the research, it is possible to clarify the main idea of it, as shown in the figure (1):



the shape (1) : Search Planner

In light of the problem and the general hypothesis of the research, and in order to achieve the objectives of the research, the main hypotheses were formulated as follows:

1. There is a statistically significant correlation between entrepreneurial marketing and the variable marketing capabilities of the organizations.
2. There is a statistically significant correlation between entrepreneurial marketing and the customer satisfaction variable in the organizations.

3. There is a statistically significant correlation between the variable of marketing capabilities and the variable of customer satisfaction in the organizations.
4. There is a significant effect relationship between entrepreneurial marketing in customer satisfaction with the organizations.
5. There is a significant effect between marketing capabilities on customer satisfaction in the organizations.
6. There is a significant effect among entrepreneurial marketing on the marketing capabilities of the organizations.

7. There is a statistically significant indirect effect between the leadership marketing variable on customer satisfaction through the marketing capabilities of the organizations.

### **The statistical tools**

For the purpose of achieving the research objectives and knowing the correlation and the type of influence between its variables, the statistical tools used for the research were used as follows:

1. Cronbach's Alpha coefficient to measure stability of resolution.
2. Statistical description (arithmetic mean, standard deviation, relative importance, and answer level).
3. Pearson correlation coefficient.
4. Simple linear regression.
5. Barron and Kenny Method (for indirect impact testing).

### **Sample and community**

The sample consisted of the universities (Wareth Al-Anbiya ,Al- Zahra , Alkafil ,Al-Ameed) ), which are affiliated with the Husseiniya and Abbasid Holy Shrine in Karbala Governorate. A research community in accordance with the requirements and nature of universities and its cooperation with the researcher, and the research sample included all administrative leaders from various job titles, scientific qualifications and their administrative levels within the administrative levels of the organizational hierarchy, and a comprehensive survey method was adopted in the survey of their opinions and the number (50) respondents (Wareth Al-Anbiya (20R),Al- Zahra (10R), Alkafil (10R),Al-Ameed (10R).

### **Entrepreneurial Marketing (EM)**

#### **1- The concept and the importance**

The early 1990s saw scientists working in the areas of interaction between entrepreneurship and marketing, which were now developed within the mainstream marketing research. To enhance improve-

ment the identification and visualization of a specific entrepreneurial marketing theory was complemented by the theory of entrepreneurial marketing [1].

Another integrative of entrepreneurial marketing is the AMA's definition of American Marketing Association of marketing, with an emphasis on customer relationship management for the benefit of the organization and stakeholders. This involves pioneering marketing in social media and relationships with customers and other stakeholders as a basis. It is often the capacity that allows entrepreneurial firms to gain an advantage [2].

Entrepreneurship, which is attributed to qualities such as creativity, flexibility and the ability to find new solutions, recognize opportunities, be proactive, create value and take risks, are of critical importance, especially for small and medium-sized enterprises. Entrepreneurial marketing lies at the intersection between marketing and entrepreneurship and aims to take advantage of opportunities proactively through innovative perspectives. The concept of entrepreneurial marketing is described by unplanned, non-linear marketing activities and the vision of an entrepreneur.

Entrepreneurial marketing combines two distinct systems previously and is used to describe the marketing processes of companies pursuing opportunities in often unstable market conditions under constrained resource conditions [3].

Although there is no single definitive definition for this dynamic marketing initiative, many scientists highlight the integration of general marketing with pure entrepreneurship [4]. Other scholars link entrepreneurial marketing to entrepreneurs and companies as a process, not a job, and the direction of entrepreneurial activities also includes further developments in specific and specialized areas such as technology, innovation, competitive advantage, social entrepreneur-

ship, economics, research, and not-for-profit [5].

The development of entrepreneurial marketing, and the term entrepreneurial marketing is defined as proactive identification and exploitation of opportunities to gain and retain profitable clients through innovative approaches to risk management, increasing resources and creating value [1]. A distinctive feature of this new interpretation, which is essentially an internal market-oriented perspective, can be the development of company specific competencies through pioneering work with the aim of serving the potential demand of future customers for products that did not yet exist. [6] suggested that entrepreneurial marketing is an organizational function and a set of processes for creating and delivering value to customers and managing customer relationships in ways that benefit the organization and its stakeholders, and are characterized by innovation,

It carries risks, is proactive, and may be implemented without currently controlling resources. [7] defined that entrepreneurial marketing is considered a strategy for the twenty-first century because it plays a role in facing changes in the market environment in recent times, as both the company and the customer are the main actors in achieving shared value within the market environment and for this reason companies follow Entrepreneurial marketing for the needs of both customers and the company in the strategic approach while [8] defined it entrepreneurial Marketing is the marketing of growing small businesses through entrepreneurship, which is applied especially in small companies and a number of leading companies, which is of a second nature. As for [9] they defined entrepreneurial marketing as an effective measure or adapting marketing theory to the unique needs of small businesses. While some authors argue that it can be described as

entrepreneurial marketing activities regardless of the size or age of the company [10]. Entrepreneurial marketing represents an entry point to seize market opportunities, and this approach seeks new unprecedented methods to add value to suitable and desirable clients and build a share of economically viable customers for the organization's business [11].

Whereas [12] indicate that you are a leading entrepreneur, there is a need for a high-level entrepreneur leader in large organizations to maintain the entrepreneurial culture and attitudes and focus on the available opportunities proposed .

[13] describes entrepreneurial marketing as a set of procedures that organizations can employ to improve their marketing processes that they use for the purpose of early detection of opportunities, unique innovations, risks, and resource constraints in uncertain market conditions. [14] points out that entrepreneurial marketing is a distinctive marketing method, characterized by a set of factors that include a simple informal approach that aims to overcome the marketing restrictions that reduce the organization's ability to respond, interact and compete aimed to achieving sustainable marketing excellence. [15] explained that entrepreneurial marketing is the ability of the organization to invest the available marketing knowledge for the purpose of developing plans that are consistent with the organization's orientation towards entering the emerging markets for the purpose of acquiring opportunities in a way that exceeds the ability of competitors.

The importance of EM comes through the organizational function that works to communicate and provide added value to customers and manage the relationship with customers that benefit the organization and stakeholders. The importance of entrepreneurial marketing can be summarized in the following [16]:

- A- Its importance is especially concentrated in small and medium-sized enterprises (emerging organizations) which are still in the initial stages of developing the organization and its products as well, and this needs to use entrepreneurial marketing.
- B- Business leaders should take advantage of this leadership in marketing activities as a means to bring about change or adapt to these changes taking place, which contribute to understanding how to make entrepreneurs in making marketing decisions.
- C- Entrepreneurial marketing is most often associated with the marketing activities of small and resource-limited organizations that need to be creative and innovative in order to stay in the competitive market.
- D- Entrepreneurial Marketing contributes to taking a proactive approach in marketing activities as a means of adapting to the changes that are taking place and which are working to encourage businessmen to be leaders in creating opportunities and using them in an innovative way.

## 2- Entrepreneurial dimensions

Seven basic dimensions of entrepreneurial marketing are developed [1]: (entrepreneurial spirit (proactive), focus on opportunities, risk tolerance, innovation orientation, customer focus, resource utilization, value creation). These dimensions distinguish entrepreneurial marketing from traditional marketing [2], the first five dimensions are the dimensions of entrepreneurial orientation and the last two are the dimensions of marketing orientation [17].

- A- Entrepreneurial Orientation:** It was described as taking measures to affect the company's environment, and through two related marketing procedures, the organizational pre-emptions

consist first of the practices through which the company expects difficult situations and the second, of the measures taken to manage these events, from Entrepreneurial Perspective, Prospective describes the marketing actions by which a company redefines its external conditions to reduce uncertainty and reduce dependency and vulnerability. Market leadership in terms of new product innovation, adoption and introduction of new technologies brings dynamism to corporate marketing methods, [18] noted the balance that must come between leadership and adapting to changes in innovation activities, and emphasizing the importance of leading customers by making dynamic changes.[19] expressed the importance of meeting new needs and fully understanding future customer needs inherent in increasing competitiveness.

[18] stressed the importance of change by considering entrepreneurial marketing as an integrated understanding of an abundant period of time with environmental changes, and that entrepreneurial activities provide tools to expand company skills, coordinate with or outpace competitors. Pioneering (proactive) means building personal behavior that is behaved "a relatively stable trend of environmental change events, "This leads to proactive having a positive impact on the individual as well as organizational performance. Thus, in light of the above, it is expected that the (proactive) leadership approach will enhance organizational performance [20].

- B- Focus on Opportunities Opportunity-Focused:** Recognizing the opportunity and seeking it are important marketing measures for the success of small and medium-sized companies. It is the company's ability to choose the

"right" opportunity that determines success. [21] suggested that organized market knowledge determines whether innovation is being implemented in a timely manner.

Under less ideal conditions, market knowledge operates as a constraint, preventing the company from wasting resources in vain. Market knowledge allows companies to take the right actions at the right time, and to direct the organization toward successful opportunities that require significant resource commitments that may be out of reach for smaller firms managed by their owners. However, in SMEs, recognition of the opportunity and the pursuit of it more closely align with individual businessman perceptions [22].

[18] pointed out that companies with an entrepreneurial perspective have a better awareness of filtering and evaluating opportunities in line with their current strategies and market position, and these projects go beyond their current strategies and are looking for new opportunities, and stressed the importance of identifying Opportunities and take advantage of them proactively.

**C- Risk-Taking Orientation:** Early risk studies focused on the assumption that businessmen are willing to take projects full of risks, and since opportunities represent potential gains, the pursuit of this gain must be affected by the possibility of loss through wrong efforts in the framework of entrepreneurship. The risk is not limited to the desire to seize the opportunity, but is the ability of the organization to use calculated measures to mitigate the risks inherent in the pursuit of opportunities. Risk-taking situations between the owner and the worker play a critical role in determining the actions the organization takes with busi-

nessmen who view risk as just part of their work.

[23] describe businessmen as optimistic individuals who consciously seek to achieve their goals and also demonstrate that these goals may often be self-serving. While the company's bold actions that break the market may be seen as high-risk, businessmen view these measures within their capabilities and realize less risk than others, and instead of having a higher tendency to do projects full of risk, businessmen have instead This includes a lower level of risk awareness. In entrepreneurial marketing, taking into account risky projects and pioneering the discovery of proactive innovations are important characteristics.

Emphasize the use of opportunities through risk management, and that companies adopting a pioneering marketing approach take into account rational and measurable risks [1].

**D- Towards innovation-oriented innovation:** Marketing actions towards innovation allow the company to focus on ideas that lead to new markets, products or processes, and it can be of the degree to which the successful organization emphasizes innovation in its marketing actions from the very innovative new market creator to an increasing market builder. The creator of the previous solutions must innovate to offer the customer a fundamentally different value while the innovator builds on current customer relationships and market knowledge. Small businesses may choose to focus on innovative marketing methods since then.

The company may not have the resources to meet or maintain industry standards [24]. Entrepreneurs have found that they have a general innovation or openness to modernity, as well



as offering a certain willingness to be among the first to embrace innovation within a specific field. Innovation [25].

[26] pointed out that entrepreneurship plays an important role not only in products and services but also in finding innovative and unique solutions including developing new technologies that serve executive methods and organizational functions, and that the role of the dimension of marketing innovation In entrepreneurship in creating super value.[27] noted that innovation is of great importance to business success and competitiveness. [28] emphasized that a pioneering marketing culture enhances the concepts of new products. On the other hand, [18] noted that the concept of continuous innovation implies the ability to keep the flow of new ideas flowing.

**E- Customer Intensity:** Several studies have suggested that successful organizations are those that focus more on customer intensity. [29] emphasized that business people need to be aware that their public image may reflect consumers 'perceptions of their company, and has also suggested that extreme client attitudes may prevent the miraculous innovations that create markets and disrupt the balance as these fundamental changes arise in front of customers. The customer density dimension depends on what is often seen as a central driving force for marketing in an organization, It is a customer-centered approach that uses innovative methods to create and maintain customer relationships. It shows an entrepreneurial perspective with an emphasis on customer needs and the need to proactively search for opportunities that increase customer density in entrepreneurial

marketing is of great importance, and that an organization that has entrepreneurial activities can develop specific competencies through an understanding of serving future customer demands on nonexistent products [19].

**F- Utilization of Resources:** The dimension of utilizing resources is not just a matter of using limited resources effectively, but rather a creative, synergistic process. In some cases, a resource that others do not see is identified in SMEs instead of being constrained by resource constraints. The company develops an innovative marketing strategy and thus is able to access resources so that more can be done while reducing risks often by increasing Use of benefit. [30] found that successful SMEs were more likely to employ resource utilization such as resource sharing and outsourcing for key positions.

Studies have found that accessing resources increases innovation and risk while resource constraints hinder entrepreneurial efforts on the contrary, studies have found that resource constraints have led to greater entrepreneurial efforts indicating that the project owner's perception may be more important than resource availability [31]. [2] noted that companies with an entrepreneurial perspective turn into adaptable strategies with a smaller budget, and that entrepreneurial professionals in current situations are not limited to resources that are controlled or already in their service.

**G- Value Creation:** Value creation, which is essential in defining entrepreneurial activity, is an integral part of the company's marketing direction, while value creation is a prerequisite for exchange to occur.

Successful companies emphasize value creation activities most suited to their strategic objective in their com-

petitive field. While traditional marketing has focused more on transactions and customer relationships, the focal point of entrepreneurial marketing is innovative and value-oriented [1]. Entrepreneurs produce better results when they find new ways to create or discover value [32]. According to [33], the entrepreneurial approach is positively linked to the performance of the company, and they assert that the process of knowledge creation plays an intermediate role in the relationship. [6] pointed to the need for companies to establish by forming an organizational structure characterized by innovation, risk-taking, and proactive in order to create, communicate and deliver value to customers. [34] suggests that there are two main ways to create value, which is to increase the benefits of value propositions to customers, is to reduce the costs of acquiring, using, and distributing the products and services that the organization provides for customers.

## **Customer Satisfaction CS**

### **1- The concept and the importance**

The success of every commercial company depends on customer satisfaction, and when business is about to start, customers always come "first" and then profit and those companies that succeed in satisfying customers will remain fully at the forefront in the market. Today, the business company knew that customer satisfaction is the key to business success while playing a vital role in expanding market value. In general, customers are the people who buy goods and services from the market or business that meet their needs and want customers to buy products to meet their expectations in terms of money, so companies must set their prices with the quality of the product that attracts the customer and maintains long-term affiliation.

The company must ensure that it provides a full service equivalent to its cash value. This will increase the number of customers and carry the long-term relationship between the customer and the company and will help the current customer in attracting new customers by providing or sharing information about companies' products and services. Satisfaction means feeling satisfied after what a person wants, and it is difficult to know if customers are satisfied with the availability of the product or services, so satisfying customers is not an easy task, as this different factor needs to be taken into account.

Nowadays, competition between business organizations and markets can be observed everywhere and it was one of the difficult tasks for competitors, although it appears difficult in the growing market, competitors are actively developing their marketing channels. An important aspect of ensuring customer interest is to offer the best and most suitable products in this competitive market. If the customer's satisfaction is gained, it is certain that the loyalty of the customers will also come with him, moreover, in the absence of the customer, there will be no commercial institution, and in order to increase the number of customers, it is extremely important to develop customer satisfaction in terms of achieving business goals, these two terms very important, therefore, the relationship between customers and the business or market organization is the most important.

Satisfaction is an important precedent in enhancing customer retention because it can influence a buyer's decision to continue a relationship with the organization [35]. However, individual customer satisfaction scores may not provide accurate expectations for repurchase behavior. Managers who believe that a higher degree of satisfaction will undoubtedly lead to stronger repurchase behavior, may run

their businesses with a false sense of security [36].

[37] defined customer satisfaction as the degree to which the performance of a commercial product or service matches the customer's expectations. If the performance matches or exceeds expectations, the customer is satisfied if the performance is below average, the customer is not satisfied, customer satisfaction is affected by perceived service expectations and perceived quality [38]. Expectations effect on complete satisfaction when the customer evaluates a product or service, and satisfaction is an emotional response to the customer when assessing the discrepancy between expectations regarding the service and visualization of actual performance, and this perception of performance is gained through physical interaction with business, products and commercial services [39].

Perceived quality is measured through recent service experiences that consist of two components: perceived product quality and perceived quality of service, and there is a direct link between perceived quality and complete satisfaction, the customer first creates expectations based on needs, values, previous experiences, and external references about the product, and perceived quality is based on those first expectations are then evaluated by the customer's choice to determine satisfaction [40].

The perceived value is the customer's general evaluation of the quality of the product based on the perception of what is received compared to what is being provided, and high levels of quality of service may lead to increased customer loyalty, increase profitability, increase market share and lower employee turnover, and if the customer feels that he has a satisfactory relationship with work, he might see the company as enjoying a high level of service [41].

Customer satisfaction can be defined as the result of the purchase and use that results from the buyer's comparison of purchase rewards and costs in relation to the expected results, so the customer will feel satisfied if the purchase and use rewards are in line with the expected results [42].

Customer satisfaction has been one of the best tools for business success. Customer satisfaction is defined as a comprehensive assessment based on the overall buying and consumption experience with a good or service over time. With marketing, customer satisfaction also comes with it, which means that it checks the customer's expectations about how companies facilitate goods and services, and therefore, actionable information about how to increase customer satisfaction is a critical outcome [43]. Customer satisfaction is a crucial component of business strategy in addition to retaining customers and buying back the product. To achieve maximum customer satisfaction, companies must sell ideas and methods after completing all the necessary documents.

Customer satisfaction is influenced by the characteristics of a specific product or service and perceptions of quality. Satisfaction is also affected by the emotional responses of customers, their awareness of the perception that increased customer satisfaction can provide company benefits such as customer loyalty, extending the customer's life cycle to extend the life of the goods that customers buy and increase positive communication to customers, when it is the customer is satisfied with the product or service that the company provides, can make the customer buy a lot and recommend products or services to potential customers, it is impossible for a business to grow if the company ignores or ignores the needs of customers [44].

Customer satisfaction is extremely important because it is the way to get feedback from customers in a way that they can use to manage and improve their busi-

ness. Customer satisfaction is the best indicator of how a business will appear in the future, and customer satisfaction helps in conducting a SWOT analysis that can help them to develop their business in advance and in a systematic way, besides, it will also help in making the right decision to use the appropriate resources during the manufacture of products, likewise, It maintains the relationship with existing customers and also creates the ability to gain others [45].

When products are purchased, customers expect perfection rather than quantities, there are different types of similar products on the market and sometimes it is difficult to distinguish between a qualitative and durable product, this is a great opportunity for a business organization that markets its products and services to understand exactly what customers are looking for. Customer satisfaction is a key market indicator that assesses a company's success. People have different types of tastes and choices, so satisfaction varies from person to person, and consumer expectations may also differ depending on the option that they may have, such as the national and international market [46].

A technique for assessing customer satisfaction must also be subject to international market procedures to meet international requirements. In this process, customer satisfaction in both material and technological aspects has changed significantly, however, there is still no way to measure customer satisfaction, but feedback from Customers as a critical tool for measuring customer satisfaction [47]. Satisfied customers are more likely to recommend their friends and family, which will help in growing business. A completely dissatisfied customer cuts revenue while a satisfied customer has a positive impact on profitability. Customer satisfaction has a positive impact on the profitability of the company, the more customers are satisfied with the products or services

provided, the greater the chances of success of any business. Customer satisfaction leads to repeated purchases and loyalty to the brand and positive marketing.

Customer satisfaction leads to repeat purchases, loyalty, and customer retention. Satisfied customers are more likely to repeat the purchase of products or services. They will also tend to say good things and recommend the product or service to others. On the other hand, unsatisfied customers respond differently, and customers who are not Satisfied by reducing repulsion by abandoning or returning the product, or they may attempt to reduce repulsion by searching for information that may confirm its high value [48].

## **2- Factors affecting customer satisfaction**

Culture is crucial when it comes to understanding the needs and behavior of an individual, values, perceptions, behaviors and preferences are factors that have been learned mainly in the very early childhood stage of people and the shared behaviors of culture. Criteria and values are carried over by generation from one entity to another.

Consumer behavior refers to the selection, purchase, and consumption of goods and services to meet their basic needs. There are various stages involved in consumer behavior. Initially, the consumer finds the needs and then goes to the selection and budgets of the goods and to make a consumption decision. Product quality, price, service, customer sentiment, personal factors, situational factors, awareness of fairness, product features are some of the factors that influence customer satisfaction. On the other hand, several other factors affect consumer purchasing behavior including [49]:

### **A- Cultural factors**

Cultural factors represent the acquired values and concepts that determine con-

sumer desires and behavior, and consumers are affected first by the groups to which they belong but also by the groups (ambitious groups) they wish to belong to.

### **B- Social factors**

Humans live in an environment surrounded by many people who have different buying behavior. A person's behavior is affected by many small groups such as family, friends, social networks, and surrounding areas who have different buying behaviors. These groups form an environment in which the individual develops and forms the personality, and, accordingly, the social factor influences the purchasing behavior of the individual to a large extent.

### **C- Personal factors**

This consumer behavior includes personal factors such as age, profession, economic situation, and lifestyle, the consumer changes the purchase of goods and services over time, occupation and the economic situation also have a major impact on the purchasing behavior, on the other hand, the low-income person chooses to buy cheap services. Customer lifestyle is another decisive factor affecting consumer buying behavior. Lifestyle refers to the way a person lives in society and is expressed through things in the surrounding areas.

### **D- The psychological factor**

Many psychological factors such as motivation, perception, learning, attitudes, and beliefs play a crucial role in purchasing a particular product and services.

To increase sales and encourage the consumer to purchase the service organization, you should try to create a conscious need in the consumer's mind that generates an interest in buying, the service and likewise, depending on the customer's experiences, beliefs and personal characteristics has a different perception of the other, the situations allow the individual to

develop a coherent behavior against the category of his character, from During the experiences that consumers acquire, the customer develops beliefs that will influence the buying behavior.

The factors that affect customers differ from person to person and the culture of people. Therefore, the market-oriented service provider for successful consumers must work as a psychiatrist to buy consumers, bearing in mind that the factors affecting can be favorable and the goal of consumer satisfaction can be achieved. Consumer market success portal,

In general, the result shows that brand image, perceived value, price, health concerns, and quality affect customer satisfaction.

## **Marketing Capabilities (MC)**

### **1- The concept and the importance**

Marketing is an important management position in a commercial company, and its contribution to the company's performance has been widely recognized. Capabilities in executing marketing activities are important. Marketing covers all aspects of activities that can help the company create value for customers.

One of the keys to success in all markets is [50]. Previous research consistently indicates that marketing capabilities can enhance companies' ability to create and deploy resources effectively, help build a sustainable competitive advantage, and contribute to long-term company revenue growth and profits. Thus, determining which marketing capabilities will be developed and how these capabilities will be strengthened has become an increasingly important issue in increasingly competitive markets [51].

The competency based vision states that the company works well over time because it develops distinct capabilities that allow it to outperform its competitors. Capacity can be defined as a set of coordinated and goal-oriented resources [52].

Defines capabilities as skills and group learning drawn from organizational processes that ensure superior coordination of job activities. It is the result of accumulated experience and other forms of tacit knowledge, and can also be produced through deliberate investments in organizational structure and systems [53].

The concept of capabilities in marketing literature is not new. Based on theory and experimental work in strategic management, capabilities are generally seen as complex packages of skills and knowledge embedded in organizational processes through which resources available to a company are converted into valuable outputs. Because capabilities are developed over time and become an integral part of organizational and routine operations, it is difficult for competitors to monitor and imitate, thereby enabling their companies to enjoy a sustainable competitive advantage. In general marketing literature, the marketing capabilities are considered in terms of the company's ability to use the resources available to perform marketing tasks in ways that achieve the desired marketing results.

Consequently, it represents the processes the company uses to determine value, develop, deliver and deliver value to its target customers by integrating, converting and disseminating its available resources [50].

Marketing capabilities can be defined as a set of complex resources and skills in the field of marketing, which are the result of a process of accumulating knowledge and its integration with the values and standards that have been developed through organizational processes from all parts of the company. Therefore, the main resources that integrate this type of capacity are: Human resources - knowledge, skills and attitudes within the organization's correlative resources or market assets and organizational resources [54].

Marketing capabilities are defined as integrative processes designed to apply a company's collective knowledge, skills, and resources to market-related business needs, enabling the company to add value to its goods and services and meet competitive demands. When explaining the company's overall marketing capacity, it is important to examine the specific marketing processes the company adopts in its competitive strategy [55].

Marketing capabilities are a complex package of individual skills and knowledge and are an integral part of an organization's performance of organizational processes that are difficult for competitors to imitate, and these capabilities add value to the organization's outputs and confront the rapidly changing environment [56], [57].

[58] and [59] indicate that marketing capabilities are the integrated processes through which market-based resources are combined with organizational resources to form valuable outputs and these capabilities come through integration Between the knowledge, skills and experience of working individuals. [60] outline three types of marketing capabilities:

**A- Static marketing capabilities (static MC)** or capabilities to use internal resources to meet market demand, which includes specialized / functional capabilities and multifunctional capabilities

**B- Dynamic marketing capabilities (dynamic MC)** or the capabilities to modify the special marketing capabilities of a changing market environment, such as the ability to reshape and improve existing marketing capabilities.

**C- Adaptive MC capabilities**, or attractive capabilities in attentive market learning, adaptive market experience, and open marketing through relationships that have been formed with partners.

Although [60] realized the importance of each of these capabilities, limited experi-

mental research has demonstrated the effect of the real performance of each of it, especially with regard to the adaptive marketing capabilities.

The company's internal and external marketing capabilities can be categorized according to its importance as follows [59]:

**A- Flexibility of planning**, which reflects the extent to which organizations implement strategic marketing planning and that is consistent with relevant environmental emergency situations, which is an essential skill for daily competition operations.

**B - Effective implementation of marketing operations**, which shows the organization's ability to develop and monitor modern marketing plans.

**C- Product development**, which is the organization's ability to develop new products and adapt to market needs.

**D - Rapid response** to customers' changing demands from products to help the organization maintain long-term relationships with its customers.

**E- Communications** help in managing customer expectations along with the overall image and value of the organization.

In order for a successful marketing strategy for the company, it is necessary to understand everything that is going on in the global and international market. The organizational strategy determines the market direction of the company, which determines how the company focuses on factors such as customers, competitors, and departmental dynamics to achieve success. Effective strategic planning requires organizations to improve their understanding of the strengths that shape the situation and the mechanisms through which such understanding occurs, and thus shape marketing strategy. It seems that the idea of benefiting from a multi-market marketing strategy is only useful. It saves effort and resources and ensures a high degree of consistency between all brands and activities on the market. But in order to achieve

this company, it must possess certain marketing capabilities. The role of the marketing capabilities in achieving the market and the financial success of the company is enormous [61].

The company's product development ability affects the launch strategy for a long-term product that is improved sequentially over time. Marketing capabilities also contribute to the international expansion of new international projects by influencing the company's decision to choose entry positions including increasing resource participation in foreign markets. Marketing ability can help companies feel responsive to and respond to market changes, such as competitor's movements, technological development and revolution, enable established institutions to take advantage of the capabilities and resources of partners to create value, and facilitate companies to predict and anticipate clear and underlying customer needs. These, in turn, can help established institutions to develop radical new products or employ existing products with new features to meet the needs of existing customers and new customers alike to ensure stability and viability and avoid shocks resulting from new waves based on new technologies and new valuable offerings [62].

## **2- Dimensions of marketing capabilities**

The marketing capabilities of the organization in the various agencies dealing with it consist of several dimensions, and there are researchers who have resorted to categorizing the marketing capabilities dimensions into two groups, but other researchers [63], [64], [65] classified it into three dimensions, as follows:

### **A- The ability to develop new products (services, services)**

The ability to develop the product refers to the accumulated skills and knowledge that exporters use to develop and launch new products. The ability to

develop the product allows the exporting company to predict market opportunities for new products, and thus quickly develop and launch competitive new products to meet customer preferences. This also enables the company to reduce research and development costs and reduce its production cost faster than its competitors in foreign markets due to economies of scale and thus enjoying a low cost advantage and high performance. The ability to develop products enables an exporting company to design unique new products / services / brands that are greatly appreciated by customers but difficult for competitors to imitate, thus enjoying with advantage of differentiation and performance reward. Accordingly, the university can offer a unique product position to customers through an appropriate pricing strategy, which leads to advantage in differentiation and superior performance.

### **B- Pricing Capability**

Pricing ability is the accumulated skills and knowledge that exporters use and manage pricing methods effectively, and the ability to distribute refers to the accumulated skills and knowledge that exporters use to provide support to distributors and develop a close relationship with them. Pricing capability enables the company to use and manage pricing methods effectively to respond to changes in consumer and competitor challenges in export markets.

The rapid response to competitors' pricing tactics Challenges of consumers and competitors in export markets Provides a powerful impetus to find ways to reduce cost and thus provide Feature over its competitors, resulting in a low cost advantage and high export returns.

Pricing ability enables the company to quickly understand the changing sensitivity of consumer prices, competitor pricing tactics and movement in export markets. Pricing capability includes setting price

policy to get the best possible return from the market.

### **C- Marketing Communication Capability**

The ability to communicate is defined as the accumulated skills and knowledge that exporters use to deliver marketing messages effectively. The ability to source communication enables effectively to present the unique product / service / brand image to distributors and customers, distinguishing them from competitors, Thereby enhancing the differentiation advantage will also result in superior company export performance due to the increased customer desire to purchase. Marketing communications help to manage customer expectations along with the perceived image and perceived value of the company. The ability to contact the source helps delivering its marketing communication message effectively to distributors and customers in overseas markets, which will keep the costs associated with advertising, negotiation and conflict resolution at a minimum and thus enhance the advantage of low cost and reward performance. The ability to export enables an exporting company to develop a unique relationship with distributors based on mutual trust that is likely to create a defensible position in the supply chain and, therefore, gain the advantage of differentiation and performance.

### **Examining the research measurement tool and testing it:**

This topic is related to the applied side of the research as it revolves around three basic aspects. The first aspect relates to examining the reliability and consistency of the research metrics, while the second aspect relates to the statistical description of the variables and dimensions of the research. The third aspect concerned with testing the hypotheses of the research as follows:



### 1. Coding and describing search variables

This paragraph constitutes a necessity to facilitate the task of reading and identifying the variables during the process of conducting the statistical analysis of the data extracted from the questionnaire, as Table (2) shows the symbols of these variables and their dimensions and the number of paragraphs in each dimension and the source of the approved scale as follows: -

Table 2 / Coding and characterization

code	The number of paragraphs	Sub-dimension	variable	
EO	5	Entrepreneurial orientation	Entrepreneurial Marketing EM	1
OF	7	Focus on opportunities		
RO	7	Take the risk		
IO	4	The drive for innovation		
CI	11	Intensity of customer focus		
RL	8	Take advantage of resources		
VC	5	Create value		
NPD C	6	Ability to develop new products	Marketing capabilities MC	2
PC	4	Pricing ability		
MCC	6	Marketing communication ability		
	15	One-dimensional	Customer satisfaction CS	3

### 2. The structural stability of the measuring instrument

The researcher relied on measuring the structural stability of the measurement tool of the current research on the Alpha Cronbach test.

Table 3 / Reliability coefficients for the research measurement instrument

Cronbach alpha	variable
0.86	Entrepreneurial Marketing
.81	Marketing capabilities
0.73	Customer satisfaction

It is noted from Table (3) that the values of the Alpha Cronbach coefficient ranged between (0.86-0.70) and it is statistically acceptable in administrative and behavioral research because its value is greater than (0.70) which indicates that the tool is characterized by consistency and internal consistency.

### Statistical description: Displaying the results of the research sample responses

This topic is concerned with describing the responses of the sample individuals and analyzing them by presenting the mathematical averages of the questionnaire paragraphs, their standard deviations, and the Level of response

, the relative importance about the main variables and their interpretation. In order to better determine the level of responses of individuals to the sample, the researcher relied on determining the levels of comparison of groups based on an opinion [66].Which indicated that if the researcher relied on the Likert pentatonic scale (totally agree - not completely agree), there are five categories to which the arithmetic mean belongs. The category is determined by finding the length of the range (4 = 1-5), and then dividing the range by the number of categories (5) (0.80 = 5/4)) And then (0.80) is added to the minimum scale (1) or subtracted from the term top of the scale (5).

Table (4) illustrates the criteria for the statistical description of the responses of the research sample represented by the arithmetic mean, the standard deviation, the level of the answer, and the orderly

importance of the search variables. It is noted in this table that entrepreneurial marketing has got the highest arithmetic averages, it has reached (3.94) and a standard deviation (.279) that shows the consistency and harmony of the answers of the research sample towards this dimension, and within the "high" response level. While the variable of marketing capabilities got the lowest arithmetic averages of (3.77) and with a standard deviation of (.171), it shows the consistency of the responses of the individuals in the research sample and within the "high" answer level. According to the aforementioned, the overall average of the search variables was (3.85), and a general standard deviation of (0.196).

As the rate for the variables has been a "high" answer level. The researcher shows through the variables that the sample has a conviction of the importance of entrepreneurial marketing in universities (Wareth Al-Anbiya ,Al- Zahra , Alkafil ,Al-Ameed) Eligibility and that this belief within certain limits reflects the availability of entrepreneurial marketing capabilities in them as well as the amount of entrepreneurial capabilities as the sample believes that there is a good percentage of Customer satisfaction with the services provided.

Table 4 / Mathematical Averages, Standard Deviations, Answer Level and Relative Importance of Research Variable (N = 50)

Ordinal importance	Answer level	standard deviation	The average	The dimension	
1	High	.279	3.94	Entrepreneurial Marketing	1
2	High	.171	3.77	Marketing capabilities	2
3	High	.139	3.85	Customer satisfaction	3
	High	.196	3.85	General Average	

### Hypothesis testing

This is the last step in the practical aspect that aims to test the hypotheses, as the researcher explores the level of correlations between research variables on the one hand and on the other hand tests the ability to interpret and influence its independent variables in the approved that the researcher seeks to test is the intermediate model as it consists of the independent variable represented by (entrepreneurial marketing), the intermediate variable represented by (marketing capabilities) and the dependent variable represented by (customer satisfaction), as follows:

#### 1) The first correlation hypothesis:

For the purpose of showing the extent of correlation relationships between the independent variable and the intermediate variable, the researcher used the Pearson test to test the first main hypothesis, as Table (5) shows a matrix of simple correlation coefficients (Pearson) between the leadership variable and the marketing capabilities variable. Before going into the hypothesis test, table (5) indicates the sample size (50) and the type of test (2-tailed). A summary (Sig.) in the table indicates the significance of the correlation coefficient by comparing the calculated value (t) with the tabular without showing its values. If a correlation sign (\*\*) appears on the correlation coefficient, then this means that the calculated value of (t) is greater than tabular.

As Table (5) indicates a positive and significant correlation between the variable of entrepreneurial marketing and the variable of marketing capabilities, as the value of the simple correlation coefficient between them (.91 \*\*) and this value indicates the strength of the direct correlation between them, and what supports this is the correlation relationship that It appeared at the level of significance (1%) and with a degree of confidence of (99%) and table (6) clarifies that relationship, as

it becomes clear that the acceptance of the first main hypothesis stating that (there is a statistically significant correlation between the variable of entrepreneurial marketing and the variable of marketing capabilities). At the level of significance (1%), meaning that the outcome of the decision is acceptable with a confidence degree of (99%).

**2) The second correlation hypothesis:** It is also clear that there is a positive and significant correlation between the variable of entrepreneurial marketing and the customer satisfaction variable, as the value of the simple correlation coefficient between them (.88 \*\*) and this value indicates the strength of the direct correlation between them, and that is supported by the significance of the correlation relationship that appeared at a significant level (1%) and with a confidence degree of (99%) and Table (5) clarifies that relationship, as it is clear that acceptance of the second main hypothesis stating that (there is a statistically significant correlation relationship between the leadership marketing variable and the customer satisfaction variable). At the level of significance (1%), meaning that the outcome of the decision is acceptable with a confidence degree of (99%).

**3) The third correlation hypothesis:** It is also clear that there is a positive and significant correlation relationship between the variable of marketing capabilities and the customer satisfaction variable, as the value of the simple correlation coefficient between them (.91 \*\*) and this

value indicates the strength of the direct correlation between them, and that is supported by the significance of the correlation relationship that appeared at a significant level (1%), with a confidence degree of (99%) and table (5) clarifies that relationship, as it is clear that acceptance of the third main hypothesis states that (there is a statistically significant correlation relationship between the variable of marketing capabilities and the customer satisfaction variable). At the level of significance (1%), meaning that the outcome of the decision is acceptable with a confidence degree of (99%).

Fourth: Impact test between search variables  
The main objective of this paragraph is to test the hypotheses of the effects of the research variables that are addressed about the direct and indirect impact between those variables for the Baron and Kenyan method of testing the intermediate model which was included in the fourth, fifth and sixth major hypothesis.

Table 5/ Matrix of correlation coefficients between search variables

Correlations				
		Entrepreneurial Marketing	Marketing capabilities	Customer satisfaction
Entrepreneurial Marketing	Pearson Correlation	1	.913**	.882**
	Sig. (2-tailed)		.000	.000
	N	50	50	50
Marketing capabilities	Pearson Correlation	.913**	1	.912**
	Sig. (2-tailed)	.000		.000
	N	50	50	50
Customer satisfaction	Pearson Correlation	.882**	.912**	1
	Sig. (2-tailed)	.000	.000	
	N	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).				

The researcher used for this purpose the simple regression analysis (The simple regression analysis) by which the direct effect between the variables is determined and the indirect effect is used Baron and Kenny method which is one of the good ways to test the effect of the intermediate variable on the relationship between the independent and dependent variable. In order to test the significance of the simple linear regression model, the researcher also used a statistic (F) because there is a significant effect if the calculated value of (F) is greater than the tabular value (F) and there is no such effect if the calculated value of (F) is smaller than the value of (F)tabular at the level ((0.01 and using the program spss v.23)).

**1) The fourth correlation hypothesis:**

To test the fourth main hypothesis, as the calculated value of (F) for the estimated model was (167.330) at the level of significance (0.01), as evidenced by the value of the determining factor (<sup>2</sup>R) of (0.777), it is clear that entrepreneurial marketing is able to explain what is (78%) of Changes in customer satisfaction in the universities of the research sample. The ratio of (22%) is due to the contribution of other variables not included in the research model.

This is indicated by the value of the marginal slope coefficient ( $\beta$ ) of (0.88) that

increasing levels of entrepreneurial availability by one unit of standard deviations will lead to an increase in customer satisfaction by (88%) from a standard deviation unit based on which the hypothesis is accepted and this means that there is a statistically significant effect of entrepreneurial marketing on customer satisfaction with a degree of confidence (99%).

**2) Test the fifth hypothesis:** The results of Table (7) show that the calculated value of (F) for the estimated model was (38.831) at the significance level (0.01). The value of the determination coefficient (<sup>2</sup>R) reached (0.82), meaning that the variable of marketing capabilities explains (83%) of the changes that occur to customer satisfaction. The rest (18%) is contributed by other variables not included in the model.

The value of the marginal slope coefficient ( $\beta$ ) was (0.91). That is, the increase in the variable of marketing capabilities by one unit of standard deviations will lead to an increase in customer satisfaction by (91%) from one unit of standard deviation and accordingly the hypothesis is accepted and this means that there is a statistically significant effect of marketing capabilities on customer satisfaction and with a degree of confidence (99% ).

**3) The Sixth Hypothesis Examination:** The results of Table (8) show that the calculated value of (F) for the estimated model was (241.491) at the significance level (0.01). The value of the determination coefficient ( $R^2$ ) was (0.83) that is, the variable of entrepreneurial marketing explains its rate (83%) of the changes that occur in the marketing ability. The rest (17%) is contributed by other variables not included in the model. The value of the marginal slope coefficient ( $\beta$ ) was (0.91). That is, the increase in the entrepreneurial variable by one unit of standard deviations will lead to an increase in marketing capabilities by (91%) of one standard deviation unit and accordingly accept the hypothesis and this means that there is a statistically significant effect of marketing leadership on the marketing capabilities and with a degree of confidence (99%) ).

**4) The seventh hypothesis:**(There is an indirect, statistically significant effect between the variable marketing leadership in customer satisfaction through marketing capabilities).

The seventh hypothesis relates to the mediating role test of the marketing capabilities in the relationship between entrepreneurial marketing and customer satisfaction. In order to test the mediating role, the research has adopted a method [67] which is one of the methods well known at the level of foreign studies. The steps include:

- A- There is a significant influence relationship between the independent variable and the intermediate variable.
- B- There is a significant influence relationship between the independent variable and the dependent variable.
- C- The presence of a significant effect relationship between the median and the dependent variables within the third regression analysis equation and the pres-

ence of the independent variable as a Control Variable. The third step includes two aspects: -

- If the value of the influence coefficient in the third equation is lower than its value in the second equation, this means that there is a partial mediating role between the independent variable and the dependent variable.
- If the value of the influence factor is zero (Zero-effect) in the third equation from its value in the second equation, this means that there is a complete intermediary role between the independent variable and the dependent variable. As the first step reflects the relationship between entrepreneurial marketing and customer satisfaction, and the second step reflects the relationship between marketing capabilities and customer satisfaction on the other side. As for the last step, it is represented by the relationship between entrepreneurial marketing and customer satisfaction in the presence of marketing capabilities, and in light of the results of Table (6), the first and special condition for the existence of a significant influence relationship between independent variable (entrepreneurial marketing) and intermediate variable (marketing capabilities) is evident, as shown in Table (6).

As for the second step, Table (6) presents the results of its regression analysis. As the results indicate a significant effect relationship between entrepreneurial marketing and customer satisfaction, the value of (F) was significant, which indicates the statistical strength of the tested model. These results indicate the fulfillment of the second condition. Table (6) also displays the results of testing the third step of the Mediator Variable test, according to [67] method.

Table 6 / Summary of regression coefficients and values, (t) and (R2) values, and (F) value for testing hypotheses

F	Values R2	Valuable t	Transactions Regression	Downhill tracks	Hypotheses
167.330**	0.777	12.936	0.882	Entrepreneurial Marketing <- Customer satisfaction	Hypothesis (Fourth Chair)
238.831**	0.82	15.454	0.912	Marketing capabilities <- customer satisfaction	Hypothesis (Fifth Chair)
241.491	0.83	15.540	0.913	Entrepreneurial Marketing <- Marketing Capabilities	Hypothesis (Sixth Chair)

Noting that there is a significant effect relationship between entrepreneurial marketing and customer satisfaction in the presence of marketing capabilities as a control variable amounting to ( $F = 0.77, P < 0.01$ ). If this value has decreased in the third equation. From its value in the second equation (Table (6)) This means that the marketing capabilities mediate the relationship between the independent and partly dependent variable (Partial Mediation), but if the value turns into a zero value (no effect, this means that the variable completely mediates the relationship be-

tween the independent and dependent variable) . Accordingly, the marketing capabilities variable partially mediates the relationship between the pioneer marketing and the customer satisfaction variable, because the value of the beta coefficient in the first step of the marketing capabilities variable decreased from ( $\beta = 0.91, P < .001$ ) to ( $\beta = 0.327, P < .001$ ) in The third step. Noting that the calculated value of F was greater than tabular, it is significant at (% 1) level, which indicates the statistical strength of the two models in Table (7).

Table 7 / Results of the intermediate variable analysis test step three and four of the marketing capabilities variable

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	F	T	Sig.
	B	Std. Error	Beta			
(Constant)	.478	.271			1.768	.084
Entrepreneurial Marketing	.327	.158	.290	129.703**	2.895	.044
Marketing capabilities	.773	.167	.648		4.731	.000

a. Dependent Variable: Customer satisfaction

In order to verify the reality of the mediation of the marketing capabilities of the relationship between entrepreneurial marketing and customer satisfaction, according to what he indicated [67], a Sobel test must be conducted in order to verify the significance of the assumptions of the mediating role of the above-mentioned variables, and this test targets the morale Indirect effect. [68] has designed an

arithmetic program to perform this test (available on the internet only. The researcher enters the required data and clicks the word calculation to produce the results), which displays his results in Table (9).Which indicates by (p-value) the significance of the median role test results. This test requires unstandardized coefficients and the standard errors of the regression path for the first step of the rela-

tionship between the independent variable and the median variable and the regression path that relates to the relationship between the median and the dependent variable. Through this test, we will extract a value (Z-Value), and if the value of (Z-Value) is greater than (1.96), this indicates that the variable of marketing capabilities is an intermediate variable, meaning that the presence of the indirect effect is real

and vice versa if the value is less . It is noted through the results of table (8) that the hypothesized relationship is significant at the level of (% 1) because its value (Z-Value) was greater than (1.96).These results indicate that the indirect effects of this variable are real and significant for mediating the variable of marketing capabilities.

Table 8 / Sobel test results for average variable marketing capabilities

p-value	Sobel test – Z-Value	Inputs	Path
P< .01	10.948 **	1= 0.863 3= 1.089 Sa= 0.056 Sb= 0.070	Entrepreneurial Marketing - Marketing Capabilities - Customer Satisfaction

Note:

1= unstandardized regression coefficient for the association between IV and mediator

3 = unstandardized regression coefficient for the association between the mediator and DV

s<sub>a</sub> = standard error of a

s<sub>b</sub> = standard error of b

## conclusions and recommendations

### First: Conclusions

- 1- The results related to the availability of the entrepreneurial variable in the universities (Wareth Al-Anbiya ,Al- Zahra , Alkafil ,Al-Ameed) show that entrepreneurial marketing is available within a high level, which indicates the universities 'orientation towards using the best marketing practices that depend on marketing skills and the quality of management to achieve organizational and strategic stability Balanced performance, improving the infrastructure, and paying attention to information related to the customer's preferences and achieving the maximum utilization of resources and marketing knowledge in order to maintain competition and provide services that meet customer expectations.
- 2- The results show that the sample has a conviction of the importance of entrepreneurial marketing in universities (Wareth Al-Anbiya ,Al- Zahra , Alkafil ,Al-Ameed) and that this belief is with-

in certain limits that reflect the availability of entrepreneurial marketing capabilities in them as well as the quantity of entrepreneurial marketing capabilities as the sample believes that there is a good percentage of satisfaction Customers about their services.

- 3- The results of the correlation relationships indicated a positive correlation with significant and a strong level in addition to the relationship of entrepreneurial dimensions to customer satisfaction that appeared within the level of strong correlation, which indicates the possibility of benefiting from the contents of entrepreneurial marketing in enhancing customer satisfaction with its services.
- 4- The results of correlations indicated a positive correlation with significant and a strong level in addition to the relationship of entrepreneurial dimensions and marketing capabilities of the organization that appeared within the level of strong correlation, which shows that the organization's commitment to entrepre-

neural marketing will increase its capabilities to market its services.

- 5- The results of the influence relationships showed that there is a positive impact relationship between entrepreneurial marketing and customer satisfaction, which shows that the higher the interest in entrepreneurial marketing, the more the customer's satisfaction will be enhanced.
- 6- The results of the influence relationships showed that there is a positive impact relationship between the entrepreneurial marketing and the marketing capabilities of the organization, which shows that the greater the interest in the entrepreneur, the more customers will become aware of the marketing capabilities of the organization's services.
- 7- An indirect effect was found between entrepreneurial marketing and customer satisfaction through the marketing capabilities of the research sample organization, as this result shows a partial mediation of the marketing capabilities in the relationship between entrepreneurial marketing and enhancing customer satisfaction.

### **Second: Recommendations**

- 1- The need to focus on entrepreneurial marketing within the philosophy of senior management because of its active role in enhancing its readiness towards future developments and requirements necessary to stay in a dynamic business environment characterized by continuous change.
- 2 - The need to take proactive benefit from customer proposals and communicate them to decision-makers according to building an effective communication network between service delivery centers and senior management of the organization, the research sample and research the possibility of adopting and benefiting from it, as well

as providing solutions to problems and addressing it to avoid it in the future.

- 3- The necessity of achieving the optimum balance in the application of exploration strategies for opportunities, the new or future environment, and exploitative strategies for available or existing opportunities to achieve benefit from both types.
- 4- Concurrent focus on taking advantage of the pioneering marketing foundations and their benefits as a result of anticipating the exploitation of unconscious opportunities from competitors, thereby earning it the advantage of the first mobile in its business sector, as well as the adoption of the elements of marketing capabilities, as it significantly affect the customer's satisfaction in the research sample organization.
- 5- Working on setting up special seminars to show renewed needs and their satisfaction with customers, working to extrapolate those needs and building the material and training foundations that qualify the organization in reaching its customers.
- 6 - The need to pay more attention to the marketing capabilities of the organization, because it is one of its basic components, and this is done by adopting a set of mechanisms and ways to achieve this by focusing more on increasing the awareness of the organization's customers to it, and working to enhance this by improving the quality of services and information Provided to them and the use of simple and understandable promotional methods, capable of creating and consolidating good experiences for the organization's customers and providing new and innovative services based on the wishes and reactions of previous customers.



## References

- 1) Morris, M.H., M., Schindehutte and R.W., La Forge, (2002). "Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives", *Journal of Marketing Theory and Practice* 10, No. 4, pp. 1–19.
- 2) Hills, G.E., C., Hultman and M., Miles, (2008). "The evolution and development of entrepreneurial marketing", *Journal of Small Business Management* 46, No. 1, pp. 99-112.
- 3) Collinson, E., & Shaw, E. (2001). "Entrepreneurial Marketing—A Historical Perspective on Development and Practice", *Management Decision*, 39 (9), 761–766.
- 4) Frederick, H.H., Kuratko, D.F., Hodgetts, R.M. (2007). "Entrepreneurship" ,: Theory, Process, Practice. Thomson, Melbourne VIC.
- 5) Miles, M.P., Darroch, J. (2006). "Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage" ,. *European Journal of Marketing*. 40(5/6): 485-501.
- 6) Kraus, S., R., Harms and M., Fink, (2009). "Entrepreneurial marketing: moving beyond marketing in new ventures". *Int. J. Entrepreneurship and Innovation Manage. Special Issue*: 1-20.
- 7) Morrish, S. C. (2011). "Entrepreneurship marketing: A strategy for the twenty-first century?" , *Journal of Research in Marketing and Entrepreneurship*, Vol. 13 No. 2. 110-119.
- 8) Westerlund, Mika & Leminen, Seppo, (2011) "In praise of entrepreneurial marketing :a study on entrepreneurial firms" ,by Iraq Virtual Science Library. Downloaded on April 12, 2013 at 18:39:24.
- 9) Beverland, M. & Lockshin, L. S. (2004). "Crafting a Competitive Advantage: Tempering Entrepreneurial Action with Positioning- Based Values" , *Qualitative Market Research* 7(3), 172–182.
- 10) Kraus, S., Harms, R. And Fink, M. (2010)., "Entrepreneurial Marketing: Moving beyond Marketing in New Ventures" , *International Journal of Entrepreneurship and Innovation Management*, 11(1), pp.19-34.
- 11) Teach, R., M. Miles, and D. Hansen (2006), "Academic Career Opportunities in Entrepreneurial Marketing", Paper Presented at the 2006 UIC Marketing and Entrepreneurship Research Symposium, Chicago,.
- 12) Kuratko, D. and R. Hodgetts (2007)., "Entrepreneurship: Theory" , Process, and Practice, Mason, OH: Thompson South- Western.
- 13) Becherer ,Richard C., Helms ,Marilyn M.& John P. McDonald, (2012). "The effect of entrepreneurial marketing on outcome goals in SMEs", *New England Journal of Entrepreneurship*, Vol. 15 Issue: 1, pp.7-18.
- 14) Jones ,Rosalind & Rowley, Jennifer,(2011)., " Entrepreneurial marketing in small businesses: A conceptual exploration " ,*International Small Business Journal*, 29(1) 25–36.
- 15) Martin, Diane M.,(2011)., " The entrepreneurial marketing mix", *Qualitative Market Research: An International Journal* Vol. 12 No. 4, pp. 391-403.
- 16) Morgan Miles, Audrey Gilmore, Paul Harrigan, Gemma Lewis & Zubin Sethna ,(2015)., "Exploring entrepreneurial marketing" , *Journal of Strategic Marketing* , Vol. 23, No. 2, 94–111.
- 17) Kocak, A., (2004). "Developing and validating a scale for entrepreneurial marketing". *UIC/AMA Research Symposium on the Interface of Marketing and Entrepreneurship*. Nice. France. 30 June-2 July 2004.

- 18) Morris, M.H., M., Schindehutte and R.W., La Forge, (2004)., “The emergence of entrepreneurial marketing: nature and meaning”,. Editor: Harold P. Welsch. *Entrepreneurship: The Way Ahead*. Routledge. pp. 91-115.
- 19) Miles, M.P. and J., Darroch, (2006)., “Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage”, *European Journal of Marketing* 40, No. 5/6, pp. 485-501.
- 20) Rezvani, Mehran ; Khazaei, Morteza, (2013)., “Prioritization of entrepreneurial marketing dimensions: A case of in higher education Institutions by using entropy” , INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS, Vol 4 , NO 12.
- 21) Matsuno, K., Mentzer, J.T. & Özsomer,A. (2002)., “The Effects of Entrepreneurial Proclivity and Market Orientation on Business Performance” , *Journal of Marketing*, 66 (3), 18–32.
- 22) Mullins, J.W. & Forlani, D. (2005)., “Missing the Boat or Sinking the Boat:A Study of New Venture Decision Making” , *Journal of Business Venturing*, 20, 47–69.
- 23) Dushnitsky,G.(2010)., “Entrepreneurial Optimism in the Market for Technological Inventions, *Organization Science*” , 21(1), 150–167.
- 24) Carson,D. & Gilmore,A. (2000)., “Marketing at the Interface: Not ‘What’ But ‘How,’” *Journal of Marketing Theory and Practice*, 8 (2), 1–7.
- 25) York, J.G. and Venkataraman, S. (2010)., “The Entrepreneur-Environment Nexus: Uncertainty, Innovation, and Allocation” , *Journal of Business Venturing*, 25(5), 449–458.
- 26) Davis, D., M., Morris and J., Allen, (1991)., “Perceived environmental turbulence and its effect on selected entrepreneurship, marketing, and organizational characteristics in industrial firms” , *Journal of Academy of Marketing Science* 19, No. 1, pp. 43-51.
- 27) Covin, J.G. and D.P., Slevin, (1991)., “A conceptual model of entrepreneurship as firm behaviour”, *Entrepreneurship Theory and Practice* 16, No. 1, pp. 7-25.
- 28) Martin, D.M., (2009)., “The entrepreneurial marketing mix”, *Qualitative Market Research: An International Journal* 12, No. 4, pp. 391-403.
- 29) Spence, M. and Essoussi, L. H. (2010)., “SME Brand Building and Management: An Exploratory Study” , *European Journal of Marketing*, 44(7/8), 1037–1054.
- 30) Schindehutte, M. & Morris, M. (2001)., “Understanding Strategic Adaptation in Small Firms”,*International Journal of Entrepreneurial Behavior and Research*,7(3),84–107.
- 31) Wiklund,J.&Shepherd,D.(2005).,“Entrepreneurial Orientation and Small Business Performance:A Configurational Approach”, *Journal of Business Venturing*,20(1),71–91.
- 32) Becherer, R. C., Finch, J. H., and Helms, M.M. (2005/2006)., ”The Influences of Entrepreneurial Motivation and New Business Acquisition on Strategic Decision Making” , *Journal of Small Business Strategy*. 16(2) 1-14.
- 33) Li, Y.H., Huang, J.W., and Tsai, M.T. (2009)., “Entrepreneurial Orientation and Firm Performance: The Role of Knowledge Creation Process” , *Industrial Marketing Management*, 38(4), 440–459.
- 34) Kotler, P., (2003)., “Marketing Management” , 11th. Edition, Prentice Hall, Upper Saddle River NJ.
- 35) Ndubisi, N.O., Malhotra, N.K. & Chan, K.W. (2009). “Relationship marketing, customer satisfaction and loyalty: a theoretical and empirical analysis from an Asian perspective” ,

- Journal of International Consumer Marketing, 21(1): 5.
- 36) Seiders, K., Vos, G.B., Grewal, D. & Godfrey, A.L. (2005)., “Do satisfied customers buy more? Examining moderating influences in a retailing context” , Journal of Marketing, 69: 26–43.
- 37) Roberts-Lombard, M. (2009)., “Customer retention strategies implemented by fast-food outlets in the Gauteng” , Western Cape and KwaZulu-Natal provinces of South Africa: a focus on Something Fishy, Nando’s and Steers’, African Journal of Marketing Management, 1(2): 070–080.
- 38) Hu, H., Kandampully, J. & Juwaheer, T.D. (2009)., “Relationships and impacts of service quality, perceived value, customer satisfaction, and image: an empirical study” , Service Industries Journal, 29(2): 111–125.
- 39) Salami, M.P. (2005)., “Impact of customer relationship management (CRM) in the Iran banking sector” , International Journal of Organizational Innovation, 2(1): 225–251.
- 40) Balaji, M.S. (2009)., “Customer satisfaction with Indian mobile services” , IUP Journal of Management Research, 8(10): 52–62.
- 41) Grounaris, S.P., Tzempelikos, N.P. & Chatzipanagiotou, K. (2007)., “The relationships of customer-perceived value, satisfaction” , loyalty and behavioral intentions’, Journal of Relationship Marketing, 6(1): 63.
- 42) Wen-Chin Chou, Yi-Ping Cheng. (2012)., “A hybrid fuzzy MCDM approach for evaluating website quality of professional accounting firms” , Expert Systems with Applications 39, 2783-2793.
- 43) Oliver, R.L. (1999)., “Whence consumer loyalty. Journal of Marketing” ,. Volume 63, pp 33-44.
- 44) Tao, F. (2014)., “Customer Relationship management based on Increasing Customer Satisfaction” , International Journal of Business and Social Science, Volume. 5, Issue. 5, pp. 256-263.
- 45) SSRS research. (2016)., “Available: <http://ssrs.com/wp-content/uploads/2016/06/ Customer - Satisfaction - SSRS-2016-Copy.pdf>. Accessed 9 June 2016.
- 46) Kotler, P. & Keller, K.L. (2006)., “Marketing management 12e” ,. Upper Saddle River: Pearson Education Inc.
- 47) European Institute of Publication Administration .(2017). Available: <http://www.eipa.eu/en/projects/show/&tid=18>. Accessed 9 June 2017.
- 48) Kotler, P.(2000)., “Marketing Management” ,. 10th edn., New Jersey, Prentice-Hall.
- 49) I research services. (2017)., “Factors influencing consumer behaviour” ,. Available: <http://www.iresearchservices.com/5-common-factors-influencing-consumer-behavior/> . Accessed 15 June 2017.
- 50) Morgan, and Rebecca J. Slotegraaf (2012)., “Marketing Capabilities for B2B Firms”, in Gary Lilien and Raj Grewal (eds.) Business to Business Marketing Handbook, Elgar: Northampton, MA, 90-108.
- 51) Day, G. S. (2014)., “An outside-in approach to resource-based theories” ,. Journal of the Academy of Marketing Science, 42(1), 27–28.
- 52) Xiong W, Shang X ,(2007)., “High-tech marketing competence: a comparative study of research findings” ,. Int Manag Rev 3(3):66–75.
- 53) Zollo M, Winter S, (2002)., “Deliberate learning and the evolution of dynamic capabilities” ,. Organ Sci, 13(3):339–351.

- 54) Tuominen M, Mo'ller K, Rajala A, (1997)., "Marketing capability: a nexus of learning-base resources and a prerequisite for market orientation" . In: 26th EMAC conference proceedings, pp 1220–1240.
- 55) Weerawardena, J. (2003)., "The role of marketing capabilities in innovation-based competitive advantage" ., Journal of Strategic Marketing. Vol.: 11, pp. 15-35.
- 56) Vicente , margarida & Maria , jose antunes & Malve , M , (2016). , "The impact of marketing capabilities : technological capabilities and organizational innovation on export performance" , International universities , vol. 21 .
- 57) Feng, Hui & Morgan, Neil A. & Rego, Lopo L. , (2016). , "Firm capabilities and growth : the moderating role of market conditions" , Original Empirical Research , vol. 10 .
- 58) Qureshi , Muhammad Shahid , (2010). , "Determinants and Outcomes of Marketing Capabilities in New Technology Based Firms in Berlin" , Germany : An Empirical Study, Doctorate Dissertation , Berlin.
- 59) Vijande , Leticia Santos & María , J. Sanzo-Pérez & Juan , A ,(2012). , "Marketing Capabilities Development in Small and Medium Enterprises : Implications for Performance" , Journal of Centrum Cathedra , Vol. 5 , Issue 1 .
- 60) Day, G. S. (2011)., "Closing the marketing capabilities gap" ., Journal of Marketing, 75(4), 183–195.
- 61) Lockrey, S ,(2015)., "A review of life cycle based ecological marketing strategy for new product development in the organizational environment" , Journal of Cleaner Production, vol. 95, pp. 1-15.
- 62) Kanibir, H., Saydan, R., & Nart, S. (2014)., "Determining the Antecedents of Marketing Competencies of SMEs for International Market Performance" . Procedia-Social and Behavioral Sciences, 150, 12-23.
- 63) Zou, S., Fang, E. and Zhao, S. (2003)., "The effect of export marketing capabilities on export performance: an investigation of Chinese exporters", Journal of International Marketing, Vol. 11 No. 4, pp. 32-55.
- 64) Vorhies, D.W. and Morgan, N.A. (2005)., "Benchmarking marketing capabilities for sustainable competitive advantage", Journal of Marketing, Vol. 69 No. 1, pp. 80-94.
- 65) Murray, J., Gao, G. and Kotabe, M. (2011)., "Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages", Journal of the Academy of Marketing Science, Vol. 39 No. 2, pp. 252-269.
- 66) Dewberry. C. (2004)., "Statistical Methods for organizational research : theory and practice" ,first published in the Taylor& Franc.,
- 67) Baron, Reuben M. and Kenny, David A.,(1986), "The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations", Journal of Personality and Social Psychology, Copyright 1986 by the American Psychological Association, Inc., Vol. 51, No. 6, 1173-1182.
- 68) Preacher, Kristopher J.,and Hayes, Andrew F.,(2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models", Behaviour Research Methods 2008, 40 (3), 879-891, doi: 10.3758/BRM.40.3.879.