

# The impact of strategic entrepreneurship in the application of psychological marketing: Field research in telecommunications companies (Zain Iraq - Asiacell – Korek)

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## Abstract

**Purpose:** The research paper aims to know the extent of the impact of strategic entrepreneurship with its dimensions (entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership, strategic resource management) on psychological marketing with its dimensions (motivation, perception, attitudes, decision-making, persuasion) in Iraqi communication companies (Zain Iraq, company Asiacell, Korek Company) **Methodology/Design:** The descriptive analytical method was used based on the questionnaire as the main tool for the research, as the study was conducted in three communication companies, The research community for the three companies consisted of 139 officials representing the heads of departments, directors of divisions and units in telecommunications companies. The questionnaire consisting of 38 paragraphs was distributed with an intentional sample, in addition, the statistical methods (Pearson rank correlation, simple regression analysis, F-test, T-test, coefficient of determination R<sup>2</sup>) were used through statistical programs (SPSS,26). **Results:** The main results of the research indicate an effect of strategic entrepreneurship in the dimensions of psychological marketing. **Search restrictions:** The main limitations of the research are its application in one sector (telecom companies) and in 3 geographically separated telecom companies. **practical effects:** The research sheds light on the knowledge of the importance of strategic entrepreneurship and psychological marketing in telecommunications companies, which is one of the few studies that dealt with this variable in the telecommunications sector. **Originality/Value:** The research adds value to the literature of strategic management and marketing by designing a model that links the two variables in the telecommunications sector.

**Keywords:** strategic entrepreneurship, psychological marketing, communication companies.

## 1. Introduction

### 1.1. The motivation and justification for research

Companies that rely on modern strategic and marketing orientations to accomplish business achieve competitive advantage in the communications sector, In light of the intensity of competition, companies that are aware of the extent of competition and the nature of the business environment seek to achieve strategic entrepreneurship and psychological marketing in their markets to influence customers and obtain the largest market share compared to competitors, Therefore, business organizations have gone to

rely on a continuous strategy that includes modern marketing applications to carry out their work and influence the emotions and feelings of customers in the shadow of an unstable environment, Therefore, we find that competing companies are looking for differentiation in their products in the markets, and this calls for adopting strategic entrepreneurship, The dynamic, unstable and complex environment has caused a high degree of challenges facing most companies, As the strategic entrepreneurial orientation In the field of business to discover and exploit opportunities to attract the largest number of current and prospective customers and to explore opportunities and rely on investing the factors affecting the feelings and feelings of the customer, The main research problem lies in answering the main question, which is "What is the impact of strategic entrepreneurship in the application of psychological marketing"? And the main objective was to test the extent of the impact of strategic entrepreneurship in the application of psychological marketing for telecommunications companies.

### ***1.2. The research contributions***

The current research can add value to the literature of strategic management and marketing by linking strategic entrepreneurship and psychological marketing through the preparation of a hypothetical model, as well as its application in Iraqi telecom companies, Therefore, the researchers relied on three telecommunications companies, which were represented in (Zain Iraq, Asiacell, and Korek), as this research could be of benefit to senior and middle administrations and those who make strategic and marketing decisions that achieve competitive superiority for telecommunications companies in the changing business environment.

## **2. Literature review and developing hypothesis**

The concept of strategic entrepreneurship is one of the modern concepts in management. strategic entrepreneurship at most of its basic levels entails taking pioneering actions from a strategic point of view. This idea goes deeper into the strategic discipline of exploration, which is used to uncover entrepreneurial opportunities, and then exploiting it to generate profits for organizations. strategic entrepreneurship helps organizations identify and follow up on the best opportunities through discipline in a strategic action plan. The goal of strategic entrepreneurship is the continuous creation of competitive advantages that lead to maximum wealth (Hitt, et.al ,2002:14). and sees( Nityananda & Mohanty,2012:20) That strategic entrepreneurship is a decision-making method to identify and exploit the greatest possibilities through strategic activities, and that strategic entrepreneurship encourages organizations to create organizational mechanisms that will enhance their entrepreneurial activity in the direction of new strategic work patterns Without jeopardizing the performance of the current competitive organization, strategic entrepreneurship involves the combination of entrepreneurship and strategic management and at the intersection of these two areas long-term innovative change can be achieved. and sees (Prashantham,2017:5) Maximizing the value of entrepreneurial organizations is achieved by providing the necessary resources and capabilities to compete effectively in the market. A number of the definitions of strategic entrepreneurship can be explained for a group of researchers, as shown in Table (1):

**Table (1).** *Definitions of Strategic Entrepreneurship*

| S | Researcher and year    | The definition   |
|---|------------------------|--|
| 1 | Foss & Lyngsie,2011:10 | Modality In which the strategic intent of the organization enhances the maximization of entrepreneurial opportunities to gain advantages. Continuous development, utilization and radical renewal of the organization's resources and capabilities and learning how to acquire, pool and utilize strategic resources to achieve competitive advantage and create value to organizations operating in dynamic environments. |
| 2 | Siren, et al 2012,21   | The activity that leads the economy in new directions through the regrouping of resources and activities by organizations and the entrepreneur as the economic agent who in principle lacks resources.   |
| 3 | Simsek et.al,2017:5    | Value that creates an intersection between strategy and Entrepreneurship that entails balancing exploration and exploitation activities, balancing resources and capabilities, and anticipating and responding to environmental change.  |
| 4 | Lyver & Lu ,2018:20    | A broad range of entrepreneurial activities or innovations that are adopted in the organization's pursuit of competitive advantage.  |
| 5 | Dana,2021:41           |  |

Source: Prepared by the researcher, based on the sources above.

The importance of Strategic Entrepreneurship lies in creating wealth and modernity in new products, new markets and new processes, and it works on developing competitive value advantages that are difficult for competitors to understand and imitate while he sees (Ireland&Webb,2007:891-903) The importance of strategic Entrepreneurship is a catalyst for obtaining positive results at all levels of the organization. As shareholders obtain wealth through entrepreneurial actions that appear in both product, process and management innovations, thus contributing to the creation of value for the workforce. And that strategic leadership contributes to seizing opportunities and benefiting from them by providing new services and acting strategically to achieve the goals of the organization, It enhances the core capabilities through which the organization will be able to be in the future as well as assisting organizations in responding quickly to environmental changes (Alayoubi, et.al,2020:6).

And on the other hand, Sees (Kumar & Meenakshi,2013:4) Psychological marketing is the process of knowing the needs of customers and serving those needs in a profitable manner, and that the essence of marketing is to provide the required value to customers Marketing consists of two main entities which are marketer who is looking for needs to satisfy them with the aim of earning some profits At the receiving end, who may need to satisfy her perhaps in a socially desirable way, both parties must act in a way that allows this symbiotic relationship to flourish. has set (Dunkel,2019:9) Four basic components of psychological marketing, all of which are related to value, and represent the keyword that the consumer must search for mainly, which are as follows:

- 1- Presenting a psychological product: innovation offers.
- 2- psychological promotion: Communication by including the psychological stimulus to respond
- 3- the place: Getting the product to a point that customers prefer to complete the decision-making process.
- 4- Psychological pricing: Pricing Products Using Psychological Tactics.

He pointed (Ertemel & Ari ,2020:3) It refers to a group of modern marketing strategies, specifically gaming strategy, that can be described as the use of game design features in non-game contexts through the gaming process such as achievements, progress bars, cues,

leaderboards, levels, and points. As for the second strategy, it is the Hook strategy, which is a modern game-like marketing strategy that relies on behavioral thinking, counseling, and behavioral response associated with marketing software products. Therefore, a number of researchers know psychological marketing, in Table (2) and my agencies:

**Table (1) Definitions of psychological marketing**

| S | Researcher and year   | The definition   |
|---|-----------------------|--|
| 1 | Low et al.2016: 740   | It is a philosophy that states that any commercial organization has the basis of its existence in order to satisfy the physical and psychological desires and needs of its target consumers.                               |
| 2 | Liu,2017:3            | It is the value-creating activities and processes that facilitate the exchange of offerings in business and benefit society as a whole to include social and psychological phenomena through empirical scientific methods. |
| 3 | Kotler, et.al,2018:29 | The ability to psychologically engage customers and manage their profitable relationships, by attracting new customers and maintaining and growing existing ones by providing value and satisfaction.                      |
| 4 | Dunkel, 2019:10       | The ability to create marketing content with perceived value that enhances the immediate emotional response to purchasing the advertised product when the consumer is exposed to the stimulus.                             |
| 5 | Han,2020:102          | The ability to use customer data to make informed decisions about product development, communication and psychological influence.  |

Source: Prepared by the researcher, based on the sources above.

Entrepreneurs have long recognized the importance of psychological marketing to their success. Compared to large, resource-rich multinational organizations, the complexities of operating in international markets are overwhelmingly stressful for small and medium organizations. The success of the globalization of these entrepreneurial organizations depends in large part on the formulation and implementation of a psychological marketing strategy (Buccieri,2018:31). The main idea behind successful psychological marketing is to understand consumer behavior to devise a way to meet the needs of customers in all distribution channels. Therefore, most marketers align their marketing practices with psychological techniques to attract the public's attention to their brand(Kang, 2020:340 ), as he sees (ALruthia,2020:4) The importance of psychological marketing enables to provide customers with their needs efficiently and thus build loyalty and trust through psychological impact as well as build an active relationship between organizations and customers through psychological marketing operations.

An entrepreneurial mindset is a way of thinking about businesses in which organizations focus and capture the benefits that contribute to achieving competitive advantage. It creates wealth and that the entrepreneurial mindset is important for individual entrepreneurs, managers, and employees in thinking organizations. Which behaves in a pioneering manner and is the growth-oriented perspective through which individuals enhance flexibility, creativity, continuous innovation and renewal (Ireland,2003:968), as he described it (Naumann,2017:160) It is a constellation of motives, skills and thought processes that distinguish entrepreneurs from others, and confirmed(76:Baron, 2014) On the uniqueness that entrepreneurs create through the way of thinking, making decisions, planning and setting goals because they have the ability to connect unrelated patterns through the use of their internal frameworks. *H.1 affect Entrepreneurial mindset A statistically significant effect on psychological marketing.*

An entrepreneurial culture is a set of shared values, beliefs, and principles that influence

the arrangements and activities of members to create standards of behavior and that define how the organization operates. It includes the common core assumptions that a particular group invents, discovers or develops when it learns how to deal with the problem of external adaptation and internal integration and then disseminates its teaching to new members of the organization as the correct way to perceive, think and feel about the problems (Klmuli,2011:14). Entrepreneurial culture consists of a system of shared values, beliefs, norms, rules and opinions that are held collectively within the organization. This culture affects the organization's tendency to support and sustain entrepreneurship in the short term (Hanson et.al,2019:1) and sees (Hasan,2021:137) Entrepreneurial culture is the anticipation of new and creative ideas, encouragement of risk taking and tolerance for failure, enhanced learning and prioritization of products and processes, and the belief that lasting change is a source of opportunity. And it is one of the duties that helps in modifying and renewing the environment, as it shows the presence of a pioneering culture in a company with a higher education, which is critical in a competitive environment. Leading organizations use organizational learning to identify limited talent and resources to help innovate and respond quickly to technological breakthroughs and environmental changes in order to achieve dynamic competitive advantage.

### ***H.2 affect entrepreneurial culture A statistically significant effect on psychological marketing.***

See (Mutairi,2019:25) Entrepreneurial leadership is the ability that entrepreneurs have on perceptions and expectations to maintain flexibility, strategic thinking, and a willingness to work with other people to make changes in the organization. Entrepreneurial leaders can generate entrepreneurial behaviors for work groups related to common goals for example, cultivating change and creativity among subordinates and strategic leaders with initiative, vision and ability to change. And that their role is to form the dynamic thinking that is achieved through the diversity of team management, which leads to attracting the various experiences, skills and talents necessary to perform under competition, as the leadership of entrepreneurs does not depend on instilling professional work and initiative in the organization's thinking, but also on innovation, creativity and culture. and confirmed (Alayoubi et.al ,2020:7) That there are basic elements common to leadership and entrepreneurship, which are (vision, creativity, self-leadership and dependence on risk) And that the link between these elements makes entrepreneurial leadership an integrated and continuous process through a series of stages before and during projects and when it appears through evaluating opportunities, improving the self-concept of the organization, diagnosing its capabilities and obtaining the resources required for management to achieve its goals as a final stage. while describing (Lombardi et.al,2020:4) Common characteristics of entrepreneurial leaders which include control of events, need for independence, tolerance for ambiguity, vision, personal motivation, risk appetite, market identification, innovation, communication skills, social skills, dependability, ability to motivate, honesty and integrity.

### ***H.3 affect Entrepreneurial leadership A statistically significant effect on psychological marketing.***

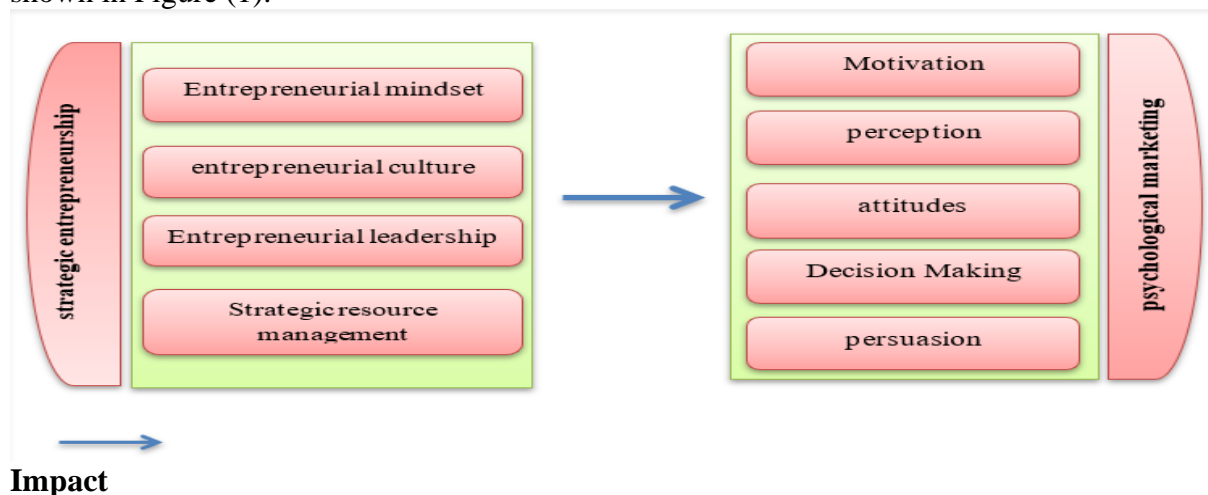
See (withers et.al ,2018:14) Strategic resource management is the ability to strategically manage and organize its resources and capabilities to maintain its current competitive advantage while using it to find, develop and exploit new opportunities, and clear (Kiyabo&Isaga,2019:7) Strategic resource management is the deployment of tangible and intangible resources by building a pool of resources, pooling resources to form capabilities, and using capabilities to facilitate procedures for the search for simultaneous and integrated advantages and opportunities to create wealth for the strategic need of the organization to create

a competitive advantage and overcome competitors The strategy of the organization that depends in the implementation of its work on the available resources. (Having valuable, scarce, imitable, indispensable and irreplaceable resources) without managing them properly is likely to discourage the achievement of competitive advantage.

So, describe (Ziyae&Sadeghi,2020:7) It is all the controllable assets, features and knowledge of the business of the organization and according to the resource-based view, competitive advantage depends on the use of valuable and scarce resources that cannot be copied and replaced, Organizations must organize their resources strategically to enhance opportunities and benefit-seeking behaviors that lead to the performance of the organization. Opportunity-seeking activities compete for limited capabilities and resources to explore new markets. Recognition of new opportunities depends on capabilities such as information organization expertise and market recognition. These capabilities must be developed or acquired to strike a balance between exploring and exploiting opportunities.

***H.4 affect Strategic resource management A statistically significant effect on psychological marketing.***

According to the research hypotheses, a hypothesis model can be designed for research, as shown in Figure (1).



**Figure. 1:** The proposed research model

**3. Research methodology**

**3.1. Research population and sample**

The researchers chose a community of telecommunications companies (Zain Iraq, Asiacell, Korek) as a research community, which amounted to 139 managers. While the research sample amounted to 49 managers and a questionnaire was distributed to them. They were represented in department heads, which amounted to 42.9% and people’s officials, which amounted to 22.4%, while the percentage of unit officials reached 34.7%, and males constituted 85.7% of the sample. While females made up the remaining percentage, which amounted to 14.3%, the highest percentage of the age groups ranging from 31-40 years constituted 40.8%, while the age groups ranging from less than 30 years represented 4.1% the lowest percentage, and holders of a bachelor's degree constituted 87.8% as the highest percentage While the lowest percentage of the share of diploma holders, which constituted 4.1%, as the number of years of service for them ranged from 16-20 years, they formed the highest percentage, which amounted to 32.7%, while the lowest percentage was for those who had a number of years of service from

21-30 years, which amounted to 4.1%.

### 3.2. Data collection

The researchers relied on the questionnaire as the main tool for data collection, in addition to the use of the five-point Likert scale, which begins with weight (1), which is used to indicate the strong negative relationship and ends with weight (5), which is used to indicate the strong positive relationship, as the number of paragraphs of the independent variable reached (strategic entrepreneurship) 16 items, while the number of items for the responsive variable (psychological marketing) was 22 items.

### 3.3. Data analysis

#### 3.3.1. Cronbach's Alpha Test

The researchers used the (Cronbach's Alpha) test to verify the consistency of the resolution measures and the stability of the results obtained, as the value of the Cronbach's Alpha coefficient must be greater than (0.70) to ensure the stability of the scale. The values of Cronbach's alpha coefficients for the independent variable strategic entrepreneurship reached (0.937), which is compatible with the honesty value of (0.967), as for the responsive variable psychological marketing reached (0.971), which is compatible with the honesty value of (0.985), and this indicates that the value of Cronbach's alpha coefficient for variables The study is high, and it is statistically acceptable. As shown in the table below: -

**Table (3).** *of the measure of honesty and its root (reliability coefficient) for the search scale*

| s | main variables             | number of paragraphs | coefficient values constancy(a) | honesty coefficient |
|---|----------------------------|----------------------|---------------------------------|---------------------|
| 1 | strategic entrepreneurship | 16                   | 0.937                           | 0.967               |
| 2 | psychological marketing    | 22                   | 0.971                           | 0.985               |

## 4. The results and discussion

### 4.1. Correlation analysis

For the purpose of explaining the strength of the correlation relations between the research variables, it is divided into five proxy categories:

**Table (4).** *Interpretation of the values of correlation coefficient R*

| Category | The value of the correlation coefficient r | Interpretation of the value of the correlation coefficient |
|----------|--|--|
| first    | R =0                                       | There is no relationship                                   |
| second   | R =1±                                      | Negative or positive perfect correlation                   |
| third    | Between 0.00 and 0.300±                    | Weak positive or negative correlation                      |
| fourth   | Between 0.301± and 0.700±                  | Strong positive or negative correlation                    |
| Fifth    | Between 0.701± and 0.999±                  | Very strong positive or negative correlation               |

Source: Saunders, M., Lewis, P., & Thornhill, A., " Research methods for business students " 5th ed, Pearson Education Limited: Prentice Hall, England, 2009, P.459

The Pearson rank correlation coefficient was used to show the correlation between the independent variable strategic entrepreneurship with its dimensions (entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership, resource management strategically) and the responsive variable psychological marketing with its dimensions (motivation, perception, attitudes, decision-making, persuasion), and the table (4) It shows the correlation relationships:

**Table (4)** *The correlation matrix for the main research variables (N=49)*

| PMSE     | Dimensions of Psychological Marketing |        |         |         |         | Total PM |
|----------|---------------------------------------|--------|---------|---------|---------|----------|
|          | M                                     | P      | A       | MD      | P       |          |
| EM       | 0.292*                                | 0.327* | 0.486** | 0.325*  | 0.454** | 0.421**  |
| EC       | 0.281                                 | 0.271  | 0.407** | 0.416** | 0.375** | 0.387**  |
| EL       | 0.272                                 | 0.311* | 0.504** | 0.402** | 0.456** | 0.434**  |
| MRS      | 0.231                                 | 0.252  | 0.476** | 0.481** | 0.498** | 0.433**  |
| Total SE | 0.310*                                | 0.334* | 0.536** | 0.459** | 0.508** | 0.478**  |

\*\*Significantly significant correlation at 0.01

\* Significantly significant correlation at 0.05

Table (4) shows that there are positive correlations between strategic entrepreneurship and psychological marketing at the overall level, as EM (6) achieved strong positive correlations out of (6) with the dimensions of psychological marketing, while (MRS, EC) (4) Strong positive correlations out of (6) relationships with psychological marketing except for the two dimensions (P,M), which reached for the EC dimension (0.281,0.271) respectively, while it reached to the (MRS) dimension (0.231,0.252), respectively, whose relationship was Positive but not significant, for (EL) it achieved (5) strong positive correlations out of (6) relationships with psychological marketing with its dimensions, except for the dimension (M) which amounted to (0.272), which was positive but not significant.

### 1.2. Testing hypotheses

The researcher aims to test the hypotheses of the current research by assuming the existence of influence relationships between the independent variable (strategic entrepreneurship) and its dimensions in the responsive variable (psychological marketing) and its dimensions, using the simple regression equation, as well as relying on the calculated Sig value and comparing it with the significance value (0.05) to show the presence of The effect or not between the main variables and their sub-dimensions, so Table (5) shows the results of hypothesis testing using the simple linear regression coefficient.

**Table (5).** *The results of research hypotheses using the simple regression technique*

| PM SE    | pointers    | M        | P        | A     | MD    | P     | Total PM |
|----------|-------------|----------|----------|-------|-------|-------|----------|
| EM       | $\alpha$    | 2.600    | 2.551    | 1.568 | 2.382 | 1.857 | 2.148    |
|          | $\beta$     | 0.351    | 0.347    | 0.559 | 0.368 | 0.487 | 0.431    |
|          | $R^2$       | 0.085    | 0.107    | 0.236 | 0.105 | 0.206 | 0.177    |
|          | SIG         | 0.042    | 0.022    | 0.000 | 0.023 | 0.001 | 0.003    |
| EC       | connotation | moral    | moral    | moral | moral | moral | moral    |
|          | $\alpha$    | 2.453    | 2.616    | 1.648 | 1.703 | 1.952 | 2.049    |
|          | $\beta$     | 0.361    | 0.308    | 0.501 | 0.505 | 0.430 | 0.425    |
|          | $R^2$       | 0.079    | 0.073    | 0.166 | 0.173 | 0.141 | 0.150    |
| EL       | SIG         | 0.050    | 0.060    | 0.004 | 0.003 | 0.008 | 0.006    |
|          | connotation | im moral | im moral | moral | moral | moral | moral    |
|          | $\alpha$    | 2.712    | 2.635    | 1.520 | 2.069 | 1.874 | 2.120    |
|          | $\beta$     | 0.319    | 0.323    | 0.566 | 0.445 | 0.478 | 0.435    |
| MRS      | $R^2$       | 0.074    | 0.097    | 0.254 | 0.161 | 0.208 | 0.188    |
|          | SIG         | 0.059    | 0.030    | 0.000 | 0.004 | 0.001 | 0.002    |
|          | connotation | im moral | moral    | moral | moral | moral | moral    |
|          | $\alpha$    | 2.530    | 2.520    | 0.910 | 0.994 | 0.987 | 1.530    |
| Total SE | $\beta$     | 0.349    | 0.337    | 0.690 | 0.687 | 0.673 | 0.559    |
|          | $R^2$       | 0.053    | 0.063    | 0.227 | 0.231 | 0.248 | 0.188    |
|          | SIG         | 0.110    | 0.081    | 0.001 | 0.000 | 0.000 | 0.002    |
|          | connotation | im moral | im moral | moral | moral | moral | moral    |
| Total SE | $\alpha$    | 2.142    | 2.161    | 0.721 | 1.264 | 1.082 | 1.422    |
|          | $\beta$     | 0.452    | 0.433    | 0.750 | 0.634 | 0.663 | 0.597    |
|          | $R^2$       | 0.096    | 0.112    | 0.287 | 0.210 | 0.258 | 0.229    |
|          | SIG         | 0.030    | 0.019    | 0.000 | 0.001 | 0.000 | 0.001    |
|          | connotation | moral    | moral    | moral | moral | moral | moral    |

It is clear from Table (5) that the results indicate that the strongest influence of the *Res Militaris*, vol.12, n°2, Summer-Autumn 2022



entrepreneurial mindset in the dimensions of psychological marketing was in the dimension (attitudes), as the value of (Sig) reached (0.000), which is lower than the significance level (0.05), while on the level of the impact of the entrepreneurial mindset in total marketing Psychological, the value of the constant ( $\alpha$ ) amounted to (2.148), which means the ability of telecommunications companies to apply psychological marketing to their customers by (2.148), even if the entrepreneurial mindset they own is equal to zero, while the value of ( $\beta$ ) amounted to (0.431), which means that a change One unit in the entrepreneurial mindset leads to a change in the psychological marketing of telecom companies by (0.431) As for the value of (R<sup>2</sup>), it reached (0.177), as this means that 17.7% of the variance in psychological marketing is explained by the entrepreneurial mentality, while the remaining percentage (82.3%) is explained by other factors that were not included in the model, and the value of (Sig) at the total level reached (0.003) which is lower than the significance level (0.05), which indicates the moral effect of the entrepreneurial mindset in psychological marketing, which means acceptance of the main hypothesis H1.

Referring to Table (5), the results indicate that there is a significant effect of the entrepreneurial culture in (4) out of (6) relationships with a percentage of (67%) except for two relationships after motivation and after perception, which reached (sig) values (0.050, 0.060) on respectively, which is higher than the level of morality (0.05), and the strongest effect of the entrepreneurial mindset was in the dimensions of psychological marketing in the decision-making dimension, as the value of (Sig) reached (0.003) which is lower than the significance level (0.05), while on the level of the impact of the entrepreneurial culture in total marketing Psychological, the value of the constant ( $\alpha$ ) reached (2.049), which means that telecommunications companies seek to apply psychological marketing to their customers in their markets by (2.049), even if their entrepreneurial culture is equal to zero, while the value of ( $\beta$ ) amounted to (0.425), which means that A change of one unit in the entrepreneurial culture leads to a change in the psychological marketing of telecommunications companies by (0.425), while the value of (R<sup>2</sup>) reached (0.150), which means that (15%) of the variance in psychological marketing is explained by the entrepreneurial culture The remaining percentage (85%) is due to other random reasons not included in the model, and the value of (Sig) reached At (0.006), which is lower than the significance level (0.05), which indicates the moral impact of the entrepreneurial culture on psychological marketing, and therefore the main hypothesis H2 can be accepted.

Referring to Table (5), the results indicate that there is a significant effect of the entrepreneurial leadership in (5) relationships out of (6) influence relationships with a percentage of (83%), except for the relationship after motivation, which reached (sig) (0.059), which is higher than the level of morale The strongest effect of entrepreneurial leadership in the dimensions of psychological marketing was in the attitudes dimension, as the value of (Sig) amounted to (0.000), which is lower than the significance level (0.05), while on the level of the influence of entrepreneurial leadership in total psychological marketing, the value of the constant ( $\alpha$ ) amounted to (2.120). ), which means that the telecommunications companies seek to apply psychological marketing to their customers in their markets by an amount of (2.120), even if their entrepreneurial leadership is zero, while the value of ( $\beta$ ) is (0.435), which means that a change of one unit in the entrepreneurial leadership leads to a change In psychological marketing for telecommunications companies, it increased by (0.435), and the value of (R<sup>2</sup>) reached (0.188), which means that 18.8% of the discrepancy in psychological marketing is explained by entrepreneurial leadership, while the remaining percentage (81.2%) is due to Other random reasons not included in the model, and the value on the total level (Sig) was (0.002), which is lower than M. The significance level is (0.05), which indicates the moral

effect of entrepreneurial leadership in psychological marketing, and therefore the main hypothesis H3 can be accepted.

Referring to Table (5), the results indicate that there is a significant impact of strategic resource management in (4) relationships out of (6) influence relationships at a rate of (67%), except for two relationships after motivation and after perception, and this confirms the (sig) values for them, which amounted to (0.081, 0.110), respectively, which is higher than the significance level (0.05), as it was the strongest impact of strategic resource management in the dimensions of psychological marketing in the decision-making dimension and after persuasion, as the (Sig) values amounted to (0.000) for both, which is lower than the significance level (0.05), As for the level of the impact of strategic resource management on the total psychological marketing, the value of the constant ( $\alpha$ ) reached (1.530), which means that telecommunications companies seek to apply psychological marketing to their customers by (1.530), even if the strategic resource management is equal to zero, while the value of ( $\beta$ ) (0.559), which means that a change of one unit in strategic resource management leads to a change in the psychological marketing of telecommunications companies by (0.559), while the value of ( $R^2$ ) reached (0.188), which means that its percentage (18.8%) Of the discrepancy in psychological marketing is explained by the strategic management of resources, as for the remaining percentage (81.2 %) is due to other random reasons not included in the model, and the value of (Sig) on the total level was (0.002), which is lower than the significance level (0.05), which indicates the moral impact of strategic resource management in psychological marketing, and therefore the hypothesis can be accepted. Main H4.

Through Table (5), the results indicate that there is a significant effect of strategic entrepreneurship in (6) influence relationships out of (6) relationships at a rate of (100%), and the strongest effect of strategic leadership in the dimensions of psychological marketing was in the attitudes dimension and after persuasion, as the value of (Sig) amounted to (0.000) for both, which is lower than the significance level (0.05), but after stimulation, it obtained the lowest effect relationship, as the value of (Sig) reached (0.030), which is lower than the significance level (0.05), as for the level of the impact of strategic leadership as a whole. Psychological marketing, the value of the constant ( $\alpha$ ) reached (1.422), which means that telecommunications companies are able to apply psychological marketing to their customers in their markets by (1.422), even if their strategic entrepreneurship is zero, while the value of ( $\beta$ ) reached (0.597), which means A change of one unit in strategic leadership leads to a change in psychological marketing for telecommunications companies by (0.597), while the value of ( $R^2$ ) reached (0.229), which means that a rate of (22.9%) of the discrepancy in psychological marketing is explained by strategic entrepreneurship, while the remaining percentage (77.1%) is due to other random reasons not included in the model, how much A that the value of (Sig) reached (0.001) which is lower than the significance level (0.05), which indicates the moral effect of strategic entrepreneurship in psychological marketing, and therefore the main hypothesis H5 can be accepted.

## **Conclusions and recommendations**

The main conclusion of the research is that telecommunications companies have employed strategic entrepreneurial to enhance psychological marketing by diagnosing entrepreneurial opportunities and motivating their workers at different levels to put forward new ideas that contribute to providing distinct products compared to what competitors offer in the market, In addition, it was able to employ the entrepreneurial mentality to enhance the aspects of psychological marketing in its dimensions through the initiatives presented by

managers and its employees to implement offers, This indicator indicates that the sample of telecommunications companies attract ideas and suggestions submitted by their employees and reflect them on their customers in the reality of their work, , as the telecommunications companies did not show sufficient interest in employing the entrepreneurial culture and strategically managing resources to enhance all dimensions of psychological marketing, as both motivation and perception lacked sufficient attention by telecommunications companies, Except for the entrepreneurial leadership link, Perception, and this indicator indicates the company's inability to perceive the target markets to gain customers, as well as its lack of using advertising and promotional means that stimulate and influence the customer in presenting its offers in the markets.

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