

Entrepreneurial Orientation and Its Impact on Social Media Marketing Capabilities - A Survey Study of Premium Restaurants in Al Mansour District

Asst. Prof. Dr. Muthanna Ma'an Ibrahim, Anas Issa Mohammed

College of Tourism Sciences, Al-Mustansiriya University, Iraq

muthanna.alobaidi@uomustansiriyah.edu.iq anas_1984@uomustansiriyah.edu.iq

ARTICLE INFO

Received: 22 Dec 2024

Revised: 20 Feb 2025

Accepted: 28 Feb 2025

ABSTRACT

The research aims to investigate the nature of the correlational and influential relationship between entrepreneurial orientation as an independent variable and social media marketing capabilities as a dependent variable with its two dimensions (pricing ability and marketing communication ability) in the premium restaurants community of Al-Mansour neighborhood. These variables interacted to form the general framework around which the study problem revolved, which focused on the nature of the relationship and influence on each of the study variables through the main question of the study problem (What is the effect of entrepreneurial orientation on enhancing marketing capabilities through social media?). The study adopted the descriptive analytical approach and used the questionnaire as a primary tool in collecting information and data consisting of (21) paragraphs. The data were collected through a sample of (30) companies represented by managers, accountants and public relations managers in premium restaurants in Al-Mansour neighborhood. The research reached a set of conclusions, the most important of which was the clear impact of entrepreneurial orientation on procrastination capabilities through social media in premium restaurants in Al-Mansour neighborhood.

Keyword: Entrepreneurial orientation, marketing capabilities, social media.

Introduction

In an era where digital technology and social media dominate the marketing landscape, an entrepreneurial mindset has become a crucial element in enhancing the success of companies and individuals. Entrepreneurial mindset is a framework that combines innovation, creativity, risk-taking, independence, and proactivity, with the goal of achieving added value and competitive sustainability. In addition to entrepreneurial mindset, adopting social media as an independent variable is also crucial in product marketing. The popularity of adopting social media as a marketing tool has increased over the past decade because many entrepreneurs are realizing its true potential and beginning to leverage its benefits. Entrepreneurs realize that adopting social media can generate double profits, leading to improved marketing performance. When integrated into social media marketing capabilities, this mindset opens up new avenues for creativity and customer engagement. Thanks to its dynamic nature and widespread reach, social media provides an ideal environment for implementing entrepreneurial principles, providing companies with unprecedented opportunities to expand their reach, improve customer engagement, and proactively exploit new trends. The study's problem arose in an attempt to shed light on how entrepreneurial orientation affects social media marketing capabilities and the selection of appropriate marketing capabilities that are appropriate for the situation of the companies under study. The study derives its importance from the significant role played by the research community in influencing entrepreneurial orientation on social media marketing capabilities. Social media has become an essential platform for companies to interact with the public, increase brand awareness, and achieve their marketing goals. (30) premium restaurants were identified, active and continuing to operate, distributed throughout the Mansour neighborhood.

Significance of the Research

The study derives its importance from the significant role played by the research community in influencing entrepreneurial orientation on social media marketing capabilities. Social media has become an essential platform for companies (restaurants) to interact with the public, increase brand awareness, and achieve their marketing goals. The importance of this study is highlighted by the following points:

1. Directing the attention of the research sample to the ways in which entrepreneurial orientation can enable companies (restaurants) to exploit the marketing capabilities available on various social media platforms.
2. The importance of the study stems from the significant findings the researcher will reach, which can help organizations build effective marketing capabilities that distinguish them from their competitors.
3. Identify the contribution of the entrepreneurial approach to creating personalized marketing experiences that enhance interaction and build trust with customers.

1. Research Objectives

The study seeks to achieve the following objectives:

1. To explore the nature of the interconnected and influential relationship between entrepreneurial orientation and social media marketing capabilities, and the resulting benefits and advantages that benefit organizations and facilitate their business operations.
2. To study the actual reality of organizations, identify the nature of competition in the sector in which they operate, and determine the prevailing marketing capabilities used to compete, as well as the extent to which these organizations rely on entrepreneurial orientations to analyze the nature of the market and competition, and understand customers and their needs.
3. To attempt to enable the organizations under study to apply entrepreneurial orientations to their marketing capabilities when providing their marketing services in order to achieve competitive advantage.

2. Theoretical Concepts

Entrepreneurial Orientation

The Concept of Entrepreneurial Orientation

The concept of entrepreneurial orientation has emerged as a modern management concept that enables an organization to outperform other organizations in various fields, gather and analyze information, and create valuable information that can be utilized to make the organization a leader and innovator in the field of business, its administrative practices, and its future directions [7]. Entrepreneurial orientations are merely some of the activities that can be considered entrepreneurial and develop within firms, influencing decisions, characteristics, processes, procedures, and organizational performance. The concept of entrepreneurial orientation stems from the strategic management literature and deals with the strategy formulation process [16]. The entrepreneurial orientation of firms is linked to their entrepreneurial performance. Firms' entrepreneurial performance depends on their adoption of specific strategic behaviors, which require a close interaction between entrepreneurial orientation objectives and entrepreneurial outcomes. The presence of various measures of entrepreneurial orientation, the acquisition of valuable resources, and the selection of an adequate strategy determine the success of new ventures [11]. Entrepreneurial orientation is a key component of superior performance in both domestic and international markets. Entrepreneurial orientation is a rare, important, distinctive, non-substitutable, and intangible resource, and is heterogeneously characterized by innovation, proactivity, independence, risk-taking, and competitive aggressiveness. [10] Entrepreneurial orientation is a strategic capability of entrepreneurial firms, as it relies heavily on organizational arrangements such as regulatory, normative, and cognitive environments. Therefore, enhancing corporate entrepreneurial orientation

enhances business competitiveness through innovation, risk-taking, and opportunity identification, further enhancing enterprise performance [9].

The Importance of Entrepreneurial Orientation

The importance of strategic improvisation lies in the following [6,3]:

1. It contributes to establishing an organization with new businesses and new risks, as it changes the organization's trajectory for the better and makes it more entrepreneurial through changes in performance.
2. It helps organizations move toward value creation through innovation, creativity, and a tendency toward autonomy, relying on the approach of self-managed work teams. This enables them to anticipate competitors by generating opportunities and exploiting them in an aggressive competitive manner within the framework of an ethical philosophy.
3. It allows organizations to make decisions, methods, and practices that are creative, aggressive, exceptional, independent, and driven to achieve.
4. The ability to assist the company's senior management in defining the organization's purpose, supporting the company's vision, and formulating a method for achieving a competitive advantage over competitors.

Principles of Entrepreneurial Orientation

The principles of entrepreneurial orientation are highlighted by the following: [4,1]

1. **Entrepreneurial Leadership:** There are common elements between leadership and entrepreneurship, namely vision, creativity, self-leadership, and reliance on risk. This similarity between these elements is what makes entrepreneurial leadership an integrated process that goes through a series of stages, manifested through evaluating opportunities and improving the organization's self-concept.
2. **Thinking:** This is one of the most important requirements for successful business operations. It demonstrates a growth path toward flexibility, innovation, renewal, and creativity, and works to enhance growth processes at the overall and organizational levels. It is the way entrepreneurial transactions are thought about and opportunities are exploited to capitalize on uncertainties.
3. **Strategic Resource Management:** An organization can only achieve long-term competitive advantages by harnessing scarce and unique resources that must be managed strategically. These resources include: financial capital, which includes all the various monetary resources the organization can use to develop and implement its strategy; human capital, which is the individual capabilities, skills, knowledge, and experience of its employees; and internal and external social capital, which is represented by individuals among themselves and between individuals and organizations.
4. **Technology:** The use of technology helps companies and markets become more flexible. Technology has been successfully used in both large and small organizations and markets over the past two decades. For small businesses to compete in the market, technology will be the most important area that brings them closer to the capabilities of larger companies. In turn, technology makes large companies more flexible, enabling them to be closer to small businesses when needed.

Marketing Capabilities

The Concept of Marketing Capabilities

Organizations face a real challenge in the current environment due to their constant effort to achieve a balance between reducing costs and enhancing productivity. This requires the organization's capabilities and its diverse and complex functions to access the resources it possesses. [13] Consequently, the concept of marketing capabilities emerged in the mid-1980s in the field of strategic management, through which an organization can leverage its market resources to improve its

performance. Marketing capabilities are complementary assets that contribute to improving an organization's performance and directly impact its performance. [18]

Marketing capabilities refer to the integrated processes designed to apply an organization's collective knowledge, skills, and resources to business-related market needs, enabling the organization to add value to its goods and services and meet competitive demands [17].

In general marketing literature, marketing capabilities are viewed in terms of a company's ability to use available resources to perform marketing tasks in ways that achieve desired marketing results. Thus, they represent the processes a company uses to identify, develop, communicate, and deliver value to its target customers by combining, transforming, and deploying its available resources [15].

Marketing capabilities are defined as interconnected practices that accelerate the ability to implement specific marketing actions and respond to market knowledge. These capabilities are essential for deploying market-related mechanisms that enable companies to secure, integrate, and transform their market-based resources to achieve expected performance. Furthermore, in today's turbulent business environment, marketing capabilities are driving digital business models and e-commerce marketing capabilities, particularly in small and medium-sized enterprises (SMEs) where marketing challenges prevail [19].

The Importance of Marketing Capabilities

The importance of marketing capabilities for organizational success is evident in the following: [2]

1. Marketing capabilities are essential for understanding both the market and the competitive environment.
2. They can provide key advantages in competitive environments, particularly in the context of product differentiation.
3. Marketing capabilities are a valuable source of competitive advantage because they allow an organization to analyze competitors' marketing strategies.
4. Organizations with advanced marketing capabilities demonstrate a high level of performance.
5. Advanced marketing capabilities enable organizations to be more consumer-oriented, leading to a better understanding of customers and the development of successful marketing strategies based on customer needs and market demands. It has been proven that strong customer relationships can improve a company's profitability, as these relationships enable the company to better meet customer needs and focus on the most profitable customers.

Types of Marketing Capabilities

Marketing capabilities are divided into the following types:

1. **Specialized Marketing Capabilities:** Specialized marketing capabilities are those related to the activities and procedures specific to practical marketing and include elements of the marketing mix. Organizations may have marketing capabilities related to marketing mix processes, such as product management and development, pricing, sales, marketing communications, and customer relationship management. These marketing capabilities are found at the operational level of an organization's management and define specialized marketing capabilities. They are linked to a specific functional process used within the organization to gather and transfer resources. These capabilities are not limited to the aforementioned elements, but may include other elements. The marketing mix is a set of coordinated elements controlled by the organization to influence consumers and confront competition [14].
2. **Coordinating Marketing Capabilities:** These are the various capabilities related to marketing strategies. They are called engineering marketing capabilities because they represent the method by which the marketing mix is designed and selected. They are expressed in marketing information management. These capabilities are the organization's capabilities in operations, market learning, and the application of market knowledge. They represent the core of the marketing concept, whose process begins with the collection of various information about customer needs and desires and ends with the collection of information about their reactions and even the actions of competitors and other stakeholders. These capabilities are more complex than specialized capabilities, as they require the

integration, cooperation, and integration of a group of specialized marketing functions and capabilities. These capabilities include brand management, customer relationship management, and product development. [5] 3. Structural Marketing Capabilities: These capabilities require the integration and organization of specialized marketing capabilities and coordinating marketing capabilities. They are so named because they are the basis for building and designing marketing programs for the elements of the marketing mix. They include marketing capabilities related to strategic marketing activities and procedures, segmentation, targeting, and forecasting, and include the ability to plan and formulate a marketing strategy. [12] 4. Dynamic Marketing Capabilities: Dynamic marketing capabilities are the speed and effectiveness with which a company can adapt its various business processes to meet customer needs and keep pace with changes in the marketplace. Dynamic marketing capabilities have been described as “the responsiveness and efficiency of cross-functional business processes to create and deliver customer value in response to market changes.” The key idea behind dynamic marketing capabilities is that a company can easily shift its internal resources to match customer demand after receiving signals about changes in the marketplace [8].

Practical Aspect

Statistical Analysis of the Practical Aspect of the Study

The researchers here confirm an interpretation of the results of the statistical analysis related to the validity and reliability tests and the Z-Test for testing the significance of the hypotheses of the association between entrepreneurial orientation and social media marketing capabilities. The researchers rely on the One Sample T test to determine the extent to which the weighted arithmetic mean of the independent and dependent variables and dimensions deviates from the hypothetical mean. The researchers rely on a set of statistical programs (SPSS v29, Amos v29, and Microsoft Excel 2016) to arrive at the statistical results.

Validity and Reliability Tests of the Measurement Tool

Validity Test

The researchers aim to apply the discriminant validity test to the items on the entrepreneurial orientation and the items on social media marketing capabilities to demonstrate the validity of the questionnaire items' representation of the study topic (entrepreneurial orientation and its association with social media marketing capabilities). All the results presented in Table (1) document the validity of the items, variables, and dimensions of the study questionnaire.

Table (1) Results of the Discriminant Validity Test

Researchers' interpretation	T-TEST			Variables
	Test result	P-value	Calculate d T-value	
The discriminant validity condition was met in the independent variable items.	Moral	0.00	26.083	Entrepreneurial Orientation
The discriminant validity condition was met in the dependent variable items.	Moral	0.00	37.876	Social Media Marketing Capabilities
The discriminant validity condition was met in the study questionnaire items.	Moral	0.00	46.306	Survey Items

Questionnaire Reliability Test.

Reliability tests aim to demonstrate the reliability of the data obtained from the study sample's responses. The researchers rely on Cronbach's Alpha to demonstrate this. The test result will be valid if the reliability coefficient value is greater than 0.700. Table (2) shows that the reliability coefficient

value for all questionnaire items is 0.930, which is greater than 0.700, ensuring that all questionnaire items successfully pass the reliability test.

Table (2) Results of the Cronbach's Alpha Reliability Test for Questionnaire Items

One-Sample Test (Value = 3)			Relative importance %	Standard deviation	Weighted arithmetic mean	Independent variable and its dimensions
Interpretation	P-value	Calculate d T-value				
The arithmetic mean of the independent dimensions and the dependent variable tends towards agreement, moving away from the hypothetical mean.	0	4.844	72.58%	1.4502	3.6289	Independence
	0	4.425	72.31%	1.4018	3.6156	Creativity
	0	4.424	73.44%	1.4811	3.6722	Initiative
	0.660	0.441	61.41%	1.6654	3.0704	Competitiveness
	0.003	3.025	67.33%	1.2779	3.3667	Risk-taking
	0	3.845	69.42%	1.4553	3.4708	Entrepreneurial orientation

Interpretation of Results	Reliability Level	Coefficient Value	Variables and Dimensions Reliability	Symbol
Independent variable items pass the reliability test successfully	High	0.919	Entrepreneurial Orientation	X
Dependent variable items pass the reliability test successfully	High	0.928	Social Media Marketing Capabilities	Y
Questionnaire items pass the reliability test successfully	High	0.930	Total questionnaire items	

Source: Prepared by the researchers based on the results of the reliability test and SPSS v29.

Descriptive analysis of the sample's responses to the study variables

Descriptive analysis of entrepreneurial orientation

The outputs of the descriptive analysis of the independent variable presented in Table (3) confirm, according to the results of the program (SPSS V29), that the direction of the sample members' answers to all paragraphs of the independent variable, entrepreneurial orientation, was towards agreement, especially since the result of the One-Sample Test (Test Value = 3) was significant, as the calculated T value reached (3.845) and carried a positive sign, which confirms that the arithmetic mean value of the independent variable was clearly far from the hypothetical mean and towards agreement, with a strong response of (69.42%), which documents the agreement of more than two-thirds of the sample members on the importance of the paragraphs allocated to entrepreneurial orientation, with an arithmetic mean value of (3.4708) and a standard deviation of (1.4553), which indicates the degree of homogeneity of the sample's answers regarding entrepreneurial orientation. The results of the descriptive analysis presented in Table (3) also confirm that the importance levels of

the dimensions within the independent variable, entrepreneurial orientation, were distributed among the highest response level achieved by the initiative among all dimensions of entrepreneurial orientation, with a response intensity of (73.44%). This confirms that approximately three-quarters of the research sample agreed that management in premium restaurants in the Mansour neighborhood pays attention to the initiative's role in its plans to improve entrepreneurial orientation. This is illustrated in the response intensity results presented in Figure (1). The descriptive analysis outputs presented in Table (3) document that competitiveness recorded the lowest level among all dimensions of entrepreneurial orientation, with a response intensity of (67.33%). This confirms that more than two-thirds of the research sample agreed that management in premium restaurants in the Mansour neighborhood does not give competitiveness the necessary role to achieve entrepreneurial orientation.

Table (3) Sample Response Levels on the Dimensions of Entrepreneurial Orientation

Source: Prepared by the researchers based on the response levels of the study sample and SPSS V29 program.

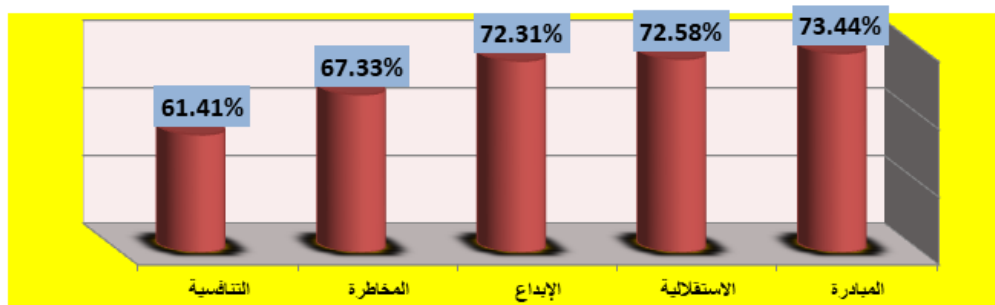


Figure (1) Distribution of the intensity of the study sample's responses to the dimensions of entrepreneurial orientation

A- Descriptive analysis of marketing capabilities via social media.

The data of the descriptive analysis of the dependent variable presented in Table (4) and according to the results of the statistical program (SPSS V29) showed that the direction of the sample members' answers to all the paragraphs of the dependent variable expressing the capabilities of marketing through social media was towards agreement, especially since the result of the One-Sample Test (Test Value = 3) was significant, as the calculated T value reached (9.216) and carried a positive sign, which confirms that the arithmetic mean value of the dependent variable was clearly far from the hypothetical mean and towards agreement, with a strong response of (74.11%), which documents the agreement of approximately three-quarters of the sample members on the importance of the paragraphs allocated to marketing capabilities through social media, with an arithmetic mean value of (3.7057) and a standard deviation of (1.16904), which indicates the degree of homogeneity of the sample's answers regarding marketing capabilities through social media. The results of the descriptive analysis presented in Table (4) also confirm that the importance levels of the dimensions within the dependent variable, social media marketing capabilities, were distributed between the highest response level achieved by pricing capability among all dimensions of social media marketing capabilities, with a response intensity of (76.18%). This confirms that more than three-quarters of the research sample agreed that management in premium restaurants in Al-Mansour district relies on pricing capability in its plans to improve social media marketing capabilities. This is illustrated in the response intensity results presented in Figure (2). The descriptive analysis outputs presented in Table (4) document that marketing communication capabilities via social media recorded the lowest level among all dimensions of the dependent variable, with a response intensity of (73.31%). This confirms that nearly three-quarters of the research sample agreed that management in premium restaurants in Al-Mansour district lacks sufficient social media marketing capabilities.

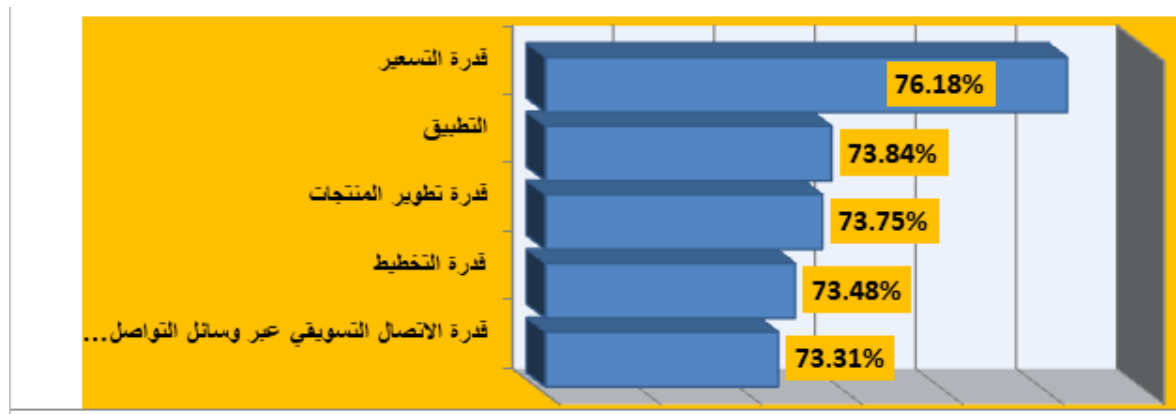


Figure (2) Distribution of the intensity of the sample's responses to the dimensions of social media marketing capabilities

Table (4) Level of the sample's responses to the dimensions of the dependent variable

One-Sample Test (Value = 3)			Relative importance %	Standard deviation	Arithmetic mean Weighted mean	Dependent variable and its dimensions
Interpretation	P-value	Calculated T-value				
The arithmetic mean of the dependent variables and the dependent variable tends towards agreement, moving away from the hypothetical mean.	0	6.957	76.18%	1.27833	3.809	Pricing Capability
	0	6.353	73.31%	1.37313	3.6657	Social Media Marketing Capability
	0	6.298	73.75%	1.09908	3.6876	Product Development Capability
	0	6.814	73.48%	1.01863	3.6742	Planning Capability
	0	6.804	73.84%	1.07605	3.6921	Application Capability
	0	9.216	74.11%	1.169044	3.70572	Social media marketing capabilities

Source: Prepared by the researchers based on the study sample's response levels and SPSS v29.

Statistical Tests

Normality Test

The data possessing the characteristic of normality, with its normal distribution, is one of the most important conditions required for the data obtained from the studied sample's responses. This enables the researchers to identify the appropriate statistical methods for the practical statistical analysis. To demonstrate the normality of the data, the researchers will apply the Kolmogorov-Smirnov Test, which is used when the sample size is fifty questionnaires or more. The results documented in Table (5) indicate that the data for the independent variable, represented by entrepreneurial orientation, follow a normal distribution and possess the characteristic of normality. Meanwhile, the test results presented in Table (5) indicate that the data for the dependent variable, represented by social media marketing capabilities, follow a normal distribution and possess the characteristic of normality. Therefore, the researchers can apply all parametric statistical measures to the study data.

Table (5) Results of the Kolmogorov-Smirnov Test on Study Variables

Researchers' Commentary	P-value SIG	Test statistic value	Variables
Entrepreneurial orientation follows a normal distribution and possesses a moderate characteristic	0.096	0.087	Entrepreneurial Orientation
Social media marketing capabilities follow a normal distribution and possess a moderate characteristic	0.062	0.092	Social Media Marketing Capabilities
The data distribution is normal when the probability value is greater than the significance level .(used in the study, which is (0.05			

Source: Prepared by the researchers based on the results of the statistical analysis of SPSS V29.

Testing the association hypotheses between the independent and dependent variables

The researchers present here the results of applying the Z-TEST to test the association hypotheses between entrepreneurial orientation and social media marketing capabilities. The test result will be significant if the probability value is ($0.05 = > p$ value), which confirms the acceptance of the association hypothesis with a 95% confidence level. The researchers will test the following hypotheses:

Main Hypothesis:

(There is a statistically significant correlation between entrepreneurial orientation and procrastination capabilities on social media). Five hypotheses branch out from this, as follows:

- There is a statistically significant correlation between independence and procrastination capabilities on social media.
- There is a statistically significant correlation between creativity and procrastination abilities on social media.
- There is a statistically significant correlation between initiative and procrastination abilities on social media.
- There is a statistically significant correlation between competitiveness and procrastination abilities on social media.
- There is a statistically significant correlation between risk-taking and procrastination abilities on social media.

The results of applying the simple linear regression analysis method based on the Z-TEST, presented in Table (6), support the acceptance of the first sub-hypothesis arising from the main hypothesis. The calculated Z value reached (6.9887), which is significant, as the corresponding probability value recorded (0.00), which is less than the significance level of (5%). This confirms the existence of a strong direct correlation between independence and procrastination abilities on social media. The results presented in Table (6) indicate that the second sub-hypothesis is accepted, as the calculated Z value reached (6.8292), which is significant, confirming the existence of a strong direct correlation between creativity and procrastination abilities via social media. The results indicate that the third sub-hypothesis is accepted, as the calculated Z value reached (7.045), which is significant, confirming the existence of a strong direct correlation between initiative and procrastination abilities via social media. The results indicate that the fourth sub-hypothesis is rejected, as the calculated Z value reached (0.4128), which is insignificant, confirming the existence of a very weak direct correlation between competitiveness and procrastination abilities via social media, according to the sample's opinions. The results also indicate that the fifth sub-hypothesis is accepted, as the calculated Z value

reached (6.7167), which is significant, confirming the existence of a strong direct correlation between risk-taking and procrastination abilities via social media.

Table (6) Results of the Main Hypothesis Test

Z - TEST			Interpretation	Correlation coefficient	The affected variable	Influential Variable Independence
Test Result	Probability value	Calculated Z-score				
Accept Hypothesis	0.00	6.9887	Strong correlation between the two variables	0.745	Procrastination abilities through social media	Creativity
Accept Hypothesis	0.00	6.8292	Strong correlation between the two variables	0.728		Initiative
Accept Hypothesis	0.00	7.045	Strong correlation between the two variables	0.751		Competitiveness
Reject Hypothesis	0.682	0.4128	Strong correlation between the two variables	0.044		Risk-Taking
Accept Hypothesis	0.00	6.7167	Very weak correlation between the two variables	0.716		Entrepreneurial Orientation
Accept Main Hypothesis	0.00	7.5985	Strong correlation between the two variables	0.810		Influential Variable

Source: Prepared by the researchers based on the results of the hypothesis testing using SPSS v29.

From the results of applying the simple linear regression method, starting with the correlation hypothesis test (Z-TEST), presented in Table (6), it is concluded that the main hypothesis is accepted. The calculated Z-value reached (7.5985), which is significant, confirming the existence of a strong direct correlation between entrepreneurial orientation and procrastination capabilities via social media. The test results also indicate that four of the five sub-hypotheses are accepted, bringing the percentage of accepted sub-hypotheses to (80%). Table (6) also indicates that initiative recorded the highest correlation coefficient with procrastination capabilities via social media among all five independent dimensions, at (0.751), while competitiveness recorded the lowest correlation coefficient with procrastination capabilities via social media among all five independent dimensions, at (0.044). This confirms a significant weakness in the company's plans to adopt an entrepreneurial approach by adopting competitiveness to enhance procrastination capabilities through social media at Al Mansour Restaurants.

Conclusions

This section addresses the most important conclusions reached by the research, namely:

1. An entrepreneurial orientation is a pivotal factor in enhancing social media marketing capabilities. By embracing independence, creativity, proactivity, competitiveness, and risk-taking, companies can achieve a long-term competitive advantage, build strong relationships with their audiences, and achieve outstanding marketing performance.
2. Fostering an entrepreneurial mindset and developing a culture that encourages innovation, creativity, knowledge sharing, and leveraging social media marketing capabilities and customer focus allows organizations to harness these capabilities effectively. Restaurants must possess marketing capabilities that establish a strong relationship between entrepreneurial orientation and their performance.
3. The innovation strategy indicates that restaurants should focus on building creativity rather than simply increasing sales. Proactivity indicates that open innovation methods should be emphasized to create a meaningful advantage.
4. An entrepreneurial orientation enables organizations to exploit opportunities available on social media, such as new trends, new tools, and emerging platforms, enhancing their ability to expand in the market. Boldness in experimenting with new marketing methods, such as collaborating with influencers or investing in innovative advertising, has a positive impact on enhancing audience reach and achieving better results.
5. An entrepreneurial orientation represents innovative behavior, courage in taking risks, and proactiveness on the part of the company. Therefore, entrepreneurial orientation must play a crucial role in a business environment affected by rapid social and demographic changes.
6. Studying the impact of entrepreneurial orientation on social media marketing capabilities is essential to enhance understanding of how to achieve innovation, creativity, adaptability, and maximize the benefits of these platforms. This knowledge supports restaurants in building effective marketing strategies that enhance their competitiveness and sustainability in a challenging market.

Recommendations

1. Develop actionable recommendations for the research organizations (restaurants) to enhance their social media marketing capabilities by fostering a culture of entrepreneurial orientation.
2. Restaurants are interested in being able to price their products and services to the best possible advantage.
3. Companies surveyed should evaluate the information obtained from social media platforms and take appropriate action, enabling them to build customer relationships, communicate with customers more efficiently, and improve commercial and financial performance.
4. Employees should be encouraged to think creatively and proactively when introducing new ideas for social media marketing.
5. Innovative marketing campaigns should be adopted that rely on audience engagement, such as challenges, the use of influencers, and the use of artificial intelligence to personalize content.
6. Restaurants should be encouraged to take calculated risks by investing in innovative marketing capabilities that keep pace with market trends.

References

1. Ben Ayeh Nasir, Issa Hind Al-Hajj, 2022, The Contribution of Intellectual Capital to Achieving the Entrepreneurial Orientation of Business Organizations: A Case Study of the Algerian Telecommunications Company "Mobilis" - Lagout - Master's Thesis in Management Sciences, Amar Telidji University, Faculty of Economics, Business and Management Sciences.
2. Bousabaa Mahmoud, 2022, Marketing Capabilities and Their Impact on Organizational Performance: A Survey Study at the Massinissa Health Institution in Constantine, Namaa Journal of Economics and Trade, Volume 6, Issue 2.
3. Samah, Shouf, and Boukraa Souhila, 2022, The Role of Financial Innovation in Achieving the

- Dimensions of Entrepreneurial Orientation: A Case Study of a Sample of Saudi Stock Market Institutions, Master's Thesis in Finance and Accounting, Institute of Economics, Business, and Management Sciences, Algeria.
4. Al-Ghamdi, Saeed Muhammad Abdullah, Hassan bin Abdul Qader Taiba, 2024, The Role of the Entrepreneurial Orientation of Educational Administrative Leaders in Continuously Improving Institutional Performance: A Field Study on Principals of Public Schools (Boys) in Jeddah Governorate, Arab Journal of Management, Vol. 44, No. 1.
 5. Mulla Hassan Muhammad Mahmoud Hamid, Saeed Mustafa Faisal, 2023, Employing Strategic Entrepreneurship in Enhancing Marketing Capabilities: A Survey Study of the Opinions of a Sample of Employees at the Northern Cement General Company, Journal of Business Economics, Vol. 4, Issue 1.
 6. Al-Mamun, A., Kumar, N., Ibrahim, M. D., Bin Yusoff, M. N. H. 2017, Validating the Measurement of Entrepreneurial Orientation. Economics and Sociology, 10(4), 51-66. doi:10.14254/2071-789X.2017/10-4/5.
 7. Aloulou, Wassim J., 2024, Entrepreneurial Orientation and Innovation Performance of Saudi Firms: A Sequential Mediation Model of Absorptive Capacity and Innovation Capability, FIIB Business Review, journals.sagepub.com/home/fib.
 8. Bilal Celik, 2023, Agile Marketing Capability: A New Type of Dynamic Meta-Capability to Lead Digital Transformation, <https://doi.org/10.58830/ozgur.pub311.c1363>.
 9. Charles Dwumfour Osei and Jincai Zhuang, 2024, The Effects of Institutional Supports on Farm Entrepreneurial Performance: Exploring the Mediating Role of Entrepreneurial Orientation, Original Research, journals.sagepub.com/home/sgo, DOI: 10.1177/21582440241227713..
 10. [10] Dwumaha Peter, Er-Menam Amaniamponga, Janet Animwah Kissiedub and Eunice Adu Boahenc, 2024, Association between entrepreneurial orientation and the performance of small and medium enterprises in Ghana: the role of network ties, journal of Cogent Business & Management, VOL. 11, NO. 1.
 11. Lahcene Makhoulfi, Abderrazak Ahmed Laghouag and Alhussain Ali Sahli, 2024, Mediating effect of absorptive capacity on the relationship between knowledge sharing and entrepreneurial orientation and the moderating role of opportunity recognition, Journal of Research in Marketing and Entrepreneurship, Vol. 26 No. 2, © Emerald Publishing Limited..
 12. Mahjoubi, Mohammed Al-Akhdar, Gharbi, & Al-Eid, 2019, Developing marketing capabilities in agricultural institutions as a requirement for the advancement of the agricultural sector: an exploratory study of the reality of marketing capabilities among farmers in the southeastern region of Algeria.
 13. Martin, Silvia L. & Javalgi, Rajshekhar, 2015, Entrepreneurial orientation, marketing capabilities and performance: The Moderating role of Competitive Intensity on Latin American International New Ventures, Journal of Business Research, vol. 10.
 14. Morgan, N. A., Slotegraaf, R. J., & Vorhies, D. W., 2009, Linking marketing capabilities with profit growth, International Journal of Research in Marketing, 26(4), 284-293.
 15. Neil A. Morgan, Hui Feng, and Kimberly A. Whitler, 2018, Marketing Capabilities in International Marketing, Journal of International Marketing, © American Marketing Association, Vol. 26, No.
 16. Nicoletta Fadda, 2018, The effects of entrepreneurial orientation dimensions on performance in the tourism sector, New England Journal of Entrepreneurship, Vol. 21 No. 1, Emerald Publishing Limited. .
 17. Paşcalău.V.S. (2020), Marketing Capabilities In The Digital Environment, Consequences On The Performance Of The Company. Oradea Journal of Business and Economics, Vol.V, NO.1, P. 106-115..
 18. Radhee Jawad Mohsen, Zeman Sabeeh Atiyah, 2021, The Role of Technological and Marketing capabilities in achieving Innovation Ambidexterity Analytical study of the opinions

of a sample administrative Managers in the private banks in the middle Euphrates Cities, Al-Qadisiyah Journal for Administrative and Economic Sciences, QJAE, Volume 23 Issue 1..

19. Stephen Oduro, Enoch Mensah-Williams, 2023, Marketing Capabilities and Competitive Performance in the SMEs Context: A Bi-Theoretical Perspective, Journal of Small Business Strategy, 33(2), 17–35. <https://doi.org/10.53703/001c.77458>.