



Entrepreneurial Mindset and its Impact on Marketing Ambidexterity an Applied Study on Small and Medium Enterprises in Baghdad

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ABSTRACT

The main objective of the current study is to determine the direct and indirect impact of the dimensions of entrepreneurial mindset (innovation, Pro-activeness, quick action / alertness, creativity) in achieving marketing ambidexterity in its dimensions (exploration, exploitation, marketing flexibility).

This work used the statistical analysis method and the descriptive analytical method., the nature of relationships between the study variables was reached, and then the hypotheses were tested.

Using the questionnaire form, primary data was collected from a random sample of (173) employees of companies for small and medium enterprises in Baghdad, Iraq. The study found significant relationships between the dimensions of entrepreneurial mindset and marketing flexibility.

The study showed the importance of entrepreneurial mindset in achieving marketing ambidexterity in stimulating the behavior of managing small and medium enterprises to achieve competitive advantage.

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INTRODUCTION

The significance of business might be clear in the way that it sets out new work open doors and animates advancement and improvement, which adds to further developing society and life overall. Business is the demonstration of a person to begin and foster a business. This implies a readiness to face challenges and seek after thoughts with the expectation of benefit.

The psychological picture of the business visionary is drawn as a fearless individual who runs a little beginning up project, with a tremendous progression of thoughts and a ton of monetary dangers, as the majority of the thoughts regarding innovative development center around deals, incomes, ability enrollment, and so forth. It is vital to push that the entrepreneurial outlook doesn't come unexpectedly, however just through the right conduct in the venture, assurance and tirelessness to make progress and here is the way to making effective new companies.

Small enterprises assume a fundamental part in advancing monetary development and improvement. Thusly, it has been a central issue among researchers all over the planet in recognizing factors that can improve the presentation of private companies so they can proceed to develop and convey their advantages to society. It is fundamental to work on the exhibition of private companies, as lackluster showing can prompt disappointment business (Ngek, 2015). Every open door and fruitful execution of every job and occupation has capability prerequisites that incorporate information or information, abilities, steadiness, drive and direction towards skill that might influence the presentation of Small and medium enterprises. Subsequently, a great deal of accentuation has been given in ongoing business research because of their crucial commitments to the economy of each and every country. Small and medium enterprises make basic commitments to work creation and pay age (Jemal, 2020). The development and advancement of the economy driven by expanded and further developed enterprising exercises mean better expectations for everyday comforts for residents. Analysts have as of late conjectured that zeroing in on the job of enterprising attitude can possibly contribute altogether to the investigation of business venture. This brought about work creation, expanded abundance creation, market extension, broadening of labor and products, and greater labor and products (Diaka et al., 2018). Notwithstanding qualities with regards to business, they are addressed as distinguishing metacognitive systems answerable for outlining how one feels, reflecting, and adjusting techniques for "thinking" about entrepreneurial activity (Haynie et al., 2010).

Business can assist with diminishing joblessness. Notwithstanding, the capability of business visionaries should be created to improve the enterprising soul of youngsters specifically. This study is inspired by the significance of enterprising execution. Thusly, analysts attempt to investigate the impact of entrepreneurial attitude, advancement, risk-taking, serious forcefulness, independence, and proactivity on enterprising execution (Sutanto et al., 2021). The mix of entrepreneurial mentality individuals gives various experience and instructive foundation as well as friendly and human resources offering a comprehensive view into business the executives and social suspicion (Keerativutisest and Hanson, 2017). The undertakings that show succeed when hierarchical pioneers follow an unmistakable guide, have ideal timing and a feeling of the market, direct ordinary assessments, screen developments for effect, and backing the board with assets, rewards, and reasonable assumptions. These creators urge close couplings to increment individual responsibility of the executives, for example, formal controls to intently screen innovative movement (Nayyar et al., 2013).

Past marketing research inspecting creativity fundamentally centers on item development procedures, for example, revolutionary advancement versus gradual development. Hence, the ramifications of chasing after smoothness across advertising activities are neglected. Likewise, past investigations have

not expressly portrayed the Mama, and the absence of reasonable lucidity thwarts the similarity of results across studies. The expert's most memorable origination introduced the development of "key promoting resourcefulness" as "the coordination of double-dealing and investigation in essential marketing activities, according to the points of view of publicizing (exploitation) and innovative work (exploration) (Ho, et al., 2020). Inventiveness guarantees long haul accomplishment by adjusting the need to develop and adjust to ecological changes while at the same time refining and extending existing cycles and innovations. Notwithstanding extreme scholarly investigation, "observational proof on the connection between hierarchical finesse and execution stays restricted and blended (Voss and Voss, 2013).

The entrepreneurial outlook is one of the main parts of business - on the off chance that not the main one, then, at that point, the exceptional way enables business people to contemplate things, so in this exploration we will feature the effect of mental business on the marketing ability to use both hands of Small and medium enterprises and study its aspects and lead an study the measurable consequences of the questionnaire.

METHODOLOGY

Research Problem

Small and medium enterprises, as different ventures, live in a business climate described by intricacy and extraordinary contest, which expects them to accomplish greatness and expertise in promoting execution. To get by and flourish within the sight of wild rivalry on the lookout, specialists track down it difficult to prevail in essential advertising arranging considering the rising natural aggravations, which makes it basic for activities to do as such. Take on the promoting ability to use both hands system. To investigate and take advantage of promoting valuable open doors through the ebb and flow study, the scientists are attempting to distinguish the elements of marketing creativity and decide the job of the enterprising mentality in accomplishing it. Here, the issue of the review can be explained by the accompanying inquiries:

- What is the level of the entrepreneurial mindset in the enterprises included in the study?
- What is the level of marketing ambidexterity in the enterprises under study?
- Is there a significant correlation and influence between the entrepreneurial mindset and marketing ambidexterity in the enterprises under study?

Research Objectives

The study aims to find out what the truth is about the creative spirit in Iraqi small and medium-sized businesses. which required knowing the degree of accessibility of the components of the entrepreneurial mindset in marketing ambidexterity, and to figure out the meaning of the measurable contrasts between the normal reactions of the example individuals about the degree of accessibility of the elements of the enterprising outlook, which is ascribed to the distinction in the exploration factors.

Research Importance:

The study aims to identify the role of the entrepreneurial mindset and through its dimensions (innovation, Pro-activeness, quick action / alertness, creativity) in achieving the dimensions of marketing ambidexterity through its dimensions (exploration, exploitation, marketing ambidexterity) in a sample of small and medium enterprises in Baghdad.

Hypotheses for Research

This is why we come up with the following hypotheses:

H1: There is a significant and positive effect. of entrepreneurial mindset on marketing ambidexterity.

H2: There is a significant and positive effect. of innovativeness on marketing ambidexterity.

H3: There is a significant and positive effect. of pro-activeness on marketing ambidexterity.

H4: There is a significant and positive effect. of quick action/alertness on marketing ambidexterity.

H5: There is a significant and positive effect. of creativity on marketing ambidexterity.

The Hypothetical Research Method

The study's model shows how the entrepreneurial attitude works in four different ways. (Innovativeness, Pro-activeness, and Quick action/alertness, Creativity) on marketing ambidexterity.

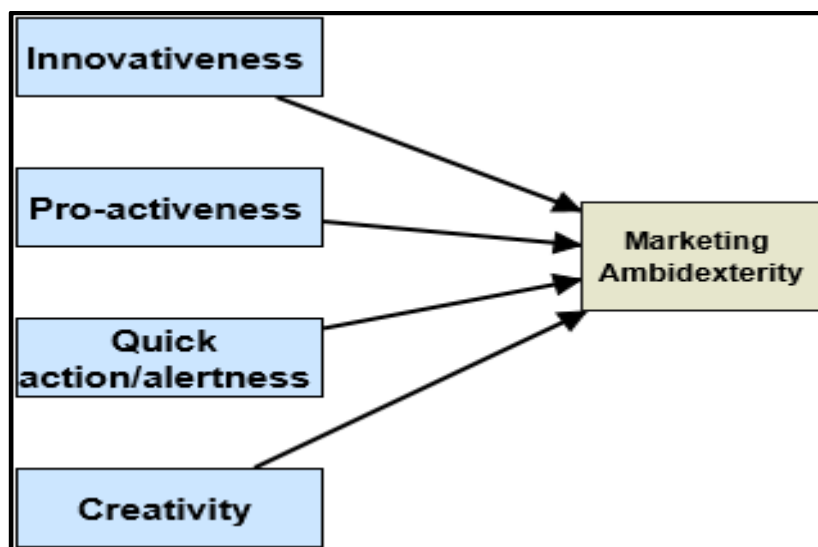


Figure 1. Model of the study

Plan for Research

In this study, the analyst used a quantitative approach to try the theories and find answers to the review questions. They did this by giving questionnaires to workers in small and medium-sized businesses in Baghdad. The analyst arbitrarily disperses 190 questionnaires to workers, around 17 of this survey were invalid, and the questionnaires were conveyed to representatives utilizing the arbitrary example technique. To gauge the elements, a Five Likert scale was utilized where the things of the enterprising mentality were taken from a review (Jemal, 2020). The things of the questionnaire of promoting ability to use both hands were taken from a review (Laplume, 2010).

THEORETICAL REVIEW

Entrepreneurial Mindset

Business mindset refers to "the capacity to feel, act, and prepare rapidly, considerably under exceptionally questionable conditions." For them, business innovators are always on the lookout for new opportunities, but they don't go after all of them at the same time. All other things being equal, they are aware of how few resources they have and only work on projects that fit with their approach and

promise the highest return. (Naumann, 2017). Entrepreneurial outlook which we essentially characterize as the capacity to be dynamic, adaptable and automatic in discernment given dynamic and unsure errand conditions versatile comprehension is significant in accomplishing wanted results from enterprising organizations (Haynie et al., 2010). Past exploration on innovative attitude has shown that organizers and different business people "think" uniquely in contrast to others or business directors (Kuratko et al., 2021).

Innovative mentality has been recognized as essential to expanding intensity from an organization, region or state viewpoint. Enterprising mentality as per the scientists is "a development situated viewpoint through which people can encourage versatility, imagination, consistent development, and reestablishment (Zupan et al., 2018). The enterprising outlook is firmly connected with the area of brain science, especially in character brain research. Obviously the rise of an enterprising mentality established in character brain research. An innovative outlook is related with one's capacity to think, search for potential open doors instead of deterrents, and give suggestions to conquer arrangements as opposed to objections. Besides, that innovative attitude is to perceive individual way of behaving and entrepreneurial exercises (Handayati et al., 2020). The idea of outlook (likewise called understood hypothesis) is viewed as an approach to "being on the planet" or an inspirational state. In mental brain research, outlooks address the mental cycles that are enacted in light of a given errand. Others underline the suspicions and techniques that are the backbones in how an individual perspectives and approaches an issue, movement, or issue (eg, learning a language, beginning a business) of mentality as a specific direction to one's current circumstance that shapes one's way of behaving; It is related with individual qualities and capabilities as a way to deal with a singular's current circumstance or to an undertaking (Morris and Exhaust, 2023). The person who changes effectiveness in the enterprising system through the entrepreneurial outlook showed how significant the implies that address the brooding of the enterprising attitude. Also, it is one of the basic ascribes to think about in the achievement or disappointment of Small and medium enterprises. This implies that organizations that don't depend on an innovative mentality are bound to fall flat than succeed. fruitful business climate necessities to have a entrepreneurial mentality to help the supervisor in cycle to move past obsolete administration standards to diminish the high pace of business disappointment (Kouakou et al., 2019). Even with this general view and the advancement of concentrates on the entrepreneurial outlook, this study expects to investigate the components of the enterprising attitude through its three aspects (Inventiveness, Favorable to animation, speedy work/sharpness, and innovativeness) proposed for the review led by (Jamal, 2020):

Innovativeness

The expression "innovation" has numerous implications. It can allude to the innovative interaction by which new things, thoughts, and practices are made (Goldsmith and Foxall, 2003). Entrepreneurial direction alludes to the inclination to make new, proactive, serious and forceful items and ventures that exemplify a strong and activity situated demeanor. Hence, the enterprising direction is portrayed by trying and capacity to bear gambles with that prompts another section into the market (Hult et al., 2004). Imaginative items present extraordinary open doors for organizations regarding development and venture into new regions. Critical developments permit organizations to lay out a prevailing situation in the cutthroat market, offering new participants the chance to acquire a traction on the lookout (Wang and Ahmed, 2004). There is one more stream of concentrates on the connection among advancement and corporate execution in item improvement; their outcomes demonstrate a positive connection among development and benefits or development execution at the firm level (Cho and Pucik, 2005).

Development have become basic issues in keeping up with upper hand, organizations can't make due without having the option to continually improve and imagination (Ellonen et al., 2008). Advancement prompts a course of progress in associations and their market contributions, and is a significant weapon utilized by promoting specialists to win clients and markets, by fostering an economical upper hand (Yasir and Bacaksiz, 2023)

Pro-activeness

Proactive action can be characterized as "taking advantage of and gaining by financial chances while expecting and addressing market needs before they are lost or carried out by possible contenders (Elshaer and Sobaih, 2022). Proactivity connects with the organization's capacity to expect changes in market elements determined to take advantage of market chances. Supporting the SME viewpoint, the business visionaries are recommending that this element of proactive movement is significant to supporting organization endurance in a profoundly cutthroat climate (Hamdan and Alheet, 2020). Past scientists in the field of coordinating have portrayed proactive business as entrepreneurial ways of behaving by which the association is in front of contenders, and knows about client requests and market patterns by continually filtering and noticing patterns and simultaneously, making an enterprising move (Amah, 2017).

Quick action/alertness

Alertness is ongoing worth recognizable proof, data social affair, and assurance of the worth of a thing or administration (Jemal, 2020). Alertness is a perspective, It is a singular quality of people, Watchful people follow up on a formerly neglected benefit a valuable open door (Endres and Harper, 2013). The vital component in business venture is human awareness of activity towards data, as opposed to claiming it or economic situations. Business is the demonstration of being a business person (Sebastian, 2013). Enterprising sharpness as a revelation cycle where you assume a focal part in the market interaction, includes tracking down unacceptable market valuable open doors and emotionally deciphering scattered data. This entrepreneurial sharpness can be tracked down in all people (Timm, 2010). Business venture is essentially about awareness of new open doors. Business venture jumps all over chance by making inventive moves. Cautiousness prompts the disclosure of new open doors (Acs and Audretsch, 2010).

Creativity

Creativity is extensively characterized as the objective situated individual/aggregate mental cycle that prompts an item (thought, arrangement, administration, and so forth), decided as novel and important, and flashes individuals' aim to purchase, embrace, use and appreciate (Piffer, 2012). Create thoughts for items, process benefits that produce a significant commitment to the association or potentially to the prosperity of individuals working in this specific situation and who have key components for execution (da Silva Marinho et al., 2016). Inventiveness is viewed as a movement of imaginative creation reflected in the side-effects that rise up out of the innovative approach did by people in item advancement groups (Im et al., 2013). Specialists conceptualized new item imagination as how much another item is seen as exceptionally unique in relation to contenders' items in a significant method for focusing on clients. As such, new item innovativeness incorporates aspects of oddity and significance. In spite of general help for the possibility that imagination can prompt new item achievement (Im, 2015).

Marketing Ambidexterity

Resourcefulness with regards to advertising can be made sense of as promoting abilities and practices for keep up with the cutthroat place of organizations in the business today and to keep up with the organization's drawn out presence (Adiwijaya et al., 2020). We characterize Mama as an organizations' double, adjusted center around concurrent investigation and double-dealing across marketing exercises, including item plan, advancement, division, focusing on, evaluating, and client administrations. marketing double-dealing and investigation are two unmistakable foci that impact how organizations convey market-based resources and execute advertising systems. Promoting abuse expands on the gathered information and experience of market-based firms, while marketing investigation exploits new market-based information that is not quite the same as existing information bases (Ho, et al., 2020). The term finesse alludes to the high expertise of an individual, however it is progressively being utilized by hierarchical specialists about associations that are similarly talented in taking advantage of and investigating exercises. In like manner, each association attempts to be productive in keeping a serious level of double-dealing and investigation. Specialists have utilized the expression "adroitness" to recognize ways of behaving and results inside an association. Afterward, utilizing the idea of creativity all the more extensively alludes to an association's capacity to do various things simultaneously, for example, abuse, investigation, effectiveness, advanced marketing designing, arrangement, flexibility, or moderate and revolutionary development (Tariq et al., 2022).

Marketing insight alludes to an organization's capacity and versatile interaction to coordinate and take advantage of inward and outer assets, like innovation and information, to address client issues as well as to make an incentive for the business. Marketing acumen is a multidimensional concept and consists of (1) marketing exploration and (2) marketing exploitation. Centers around growing new promoting information, skills, systems and capacities by utilizing inventive market information under investigation, new information is made from new business sectors, items, advancements, and abilities that at present surpass existing corporate information (Saeed et al., 2023). Coming up next are the components of marketing ambidexterity to use both hands in view of a review (Laplume, 2010):

Exploration

Market exploration distinguishes developing business sector valuable open doors that aide and direct gradual item upgrades; simultaneously, the organization's extra item abilities improve and direct study in market investigation and determination strategies. For instance, CIBA VISION has extended its contact focal point capacity to target design delicate shoppers by offering contact focal points that can change the shade of one's eyes. The essential goal of this procedure is to distinguish and foster new business sectors for clients, proposing that the blend of item abuse and market investigation ought to improve income execution (Voss and Voss, 2013). Advertising based investigation is worried about exploration, trial and error, and the improvement of new open doors and information through development related exercises. This to a great extent incorporates innovative work capacities. Investigation stays with the in front of contenders and natural powers through effective development. In this way, we guess SMA, the coordination of double-dealing and investigation in an essential marketing activity, according to the points of view of promoting (exploitation) and innovative work (exploration) (Josephson et al., 2016).

Exploitation

Shifts towards abuse in small and medium enterprises mean underlining more noteworthy ability and refining existing capabilities to further develop brings about the present moment. The prevalent concern

is the more grounded quest for transient upgrades than long haul occupations. Conversely, shifts toward investigation Small and medium enterprises allude more to trial and error, imaginative reasoning, and flexibility through amassing and look for one of a kind stores of new information than refinement of existing skills. Consequently the abrogating concern is the more grounded quest for long haul esteem creation than momentary worth procurement (Josephson et al., 2016). Promoting double-dealing expands on the amassed information and experience of market-based firms, while marketing investigation exploits new market-based information that is unique in relation to existing information bases. We characterize of promoting ability to use both hands as a company's two-sided, adjusted center around concurrent investigation and double-dealing across marketing exercises. By and large, an expanding of marketing ability to use both hands of a firm demonstrates that the promoting capability is moving from a one-sided to a two-sided center, wherein marketing directors are giving equivalent consideration (and in this way consuming comparative exertion) for both double-dealing and investigation exercises (Ho, 2020)

Marketing flexibility

Marketing flexibility is basic to stay up with associations' quest for powerful variation to ecological changes, consumer loyalty and steadfastness, and an impression of associations' capacity to have a feasible presence. Advertising adaptability mirrors associations' proactive reaction to moving client interest, contender development, and the rearrangement of an association's marketing endeavors to expand returns while limiting gamble (Thabit, 2022). Adaptability is a wide term that mirrors an organization's overall capacity to adjust or change. In the managerial field, adaptability has been considered from the financial, authoritative, functional and vital viewpoints. According to a financial viewpoint, the possibility of versatility in firm hypothesis is examined with regards to the expense bend. As per the hierarchical methodology, adaptability mirrors the organization's capacity to work responsively in a quickly changing climate through individuals (Kouropalatis et., 2012) .Vital adaptability underlines the changing idea of its assets in laying out an upper hand in the evolving market. As asset adaptability addresses the association's capacity to get assets with various purposes) Rialti et al., 2020).

FINDINGS

The questionnaire was embraced for the purpose of gathering every one of the vital information for the prerequisites of the concentrate by disseminating the survey to laborers in Small and medium enterprises in Baghdad to look for their perspectives to gather the consequences of the information that were introduced subsequently. Information assortment will be broke down utilizing (smart plus) to perform measurable dissects, for example, (average, linear regression coefficient, percentage, standard deviation, coefficient of variation, person correlation) and coming up next are the means for information examination:

Table 1. Descriptive Statistics

Item	Mean	Std. Deviation	Variance	Skewness	Kurtosis	Cronbach's Alpha
a1	3.40	1.16	1.35	-.46	-.85	.91
a2	3.61	1.22	1.48	-.71	-.50	
a3	4.06	.96	.92	-1.29	1.90	
a4	3.48	1.15	1.33	-.70	-.43	
a5	3.47	1.00	1.01	-.70	.13	

b1	3.57	1.21	1.46	-.70	-.39	.91
b2	3.69	1.13	1.27	-.86	.06	
b3	3.28	1.06	1.12	-.47	-.51	
c1	3.88	.77	.59	-.58	.31	.91
c2	3.58	.95	.90	-1.16	.94	
c3	3.60	.99	.97	-.89	.39	
d1	3.67	1.09	1.19	-1.00	.38	.91
d2	3.41	1.08	1.16	-.91	-.10	
d3	3.32	1.01	1.02	-.38	-.50	
d4	3.27	1.21	1.45	-.32	-.95	
d5	3.68	.99	.99	-1.27	1.44	
d6	3.71	.96	.92	-1.04	1.05	
EM	3.57	1.05	1.13	-.79	.14	
e1	3.47	1.05	1.11	-.83	.00	.90
e2	3.43	1.10	1.20	-.78	-.13	
e3	3.32	1.11	1.23	-.39	-.64	
e4	3.43	1.13	1.27	-.65	-.47	
e5	2.48	1.16	1.36	.24	-.90	
f1	3.57	1.01	1.01	-1.08	.75	.90
f2	3.50	1.14	1.31	-.92	.00	
f3	4.02	1.06	1.13	-1.34	1.51	
f4	3.86	1.12	1.26	-1.10	.55	
f5	3.66	1.11	1.23	-.75	-.21	
f6	3.38	1.18	1.39	-.43	-.82	
g1	3.19	1.25	1.55	-.20	-1.04	.89
g2	3.38	1.15	1.32	-.63	-.49	
g3	3.57	1.21	1.46	-.70	-.39	
g4	3.69	1.13	1.27	-.86	.06	
g5	3.28	1.06	1.12	-.47	-.51	
MA	3.45	1.12	1.26	-.68	-.17	

This table was committed to estimating the degree of things of study aspects, the typical appropriation of information, and the dependability addressed by the autonomous variable (entrepreneurial mindset) and the reliant variable (marketing ambidexterity) in view of a few measurable strategies, including mean, standard deviation, Skewness, Kurtosis, and Cronbach's alpha.

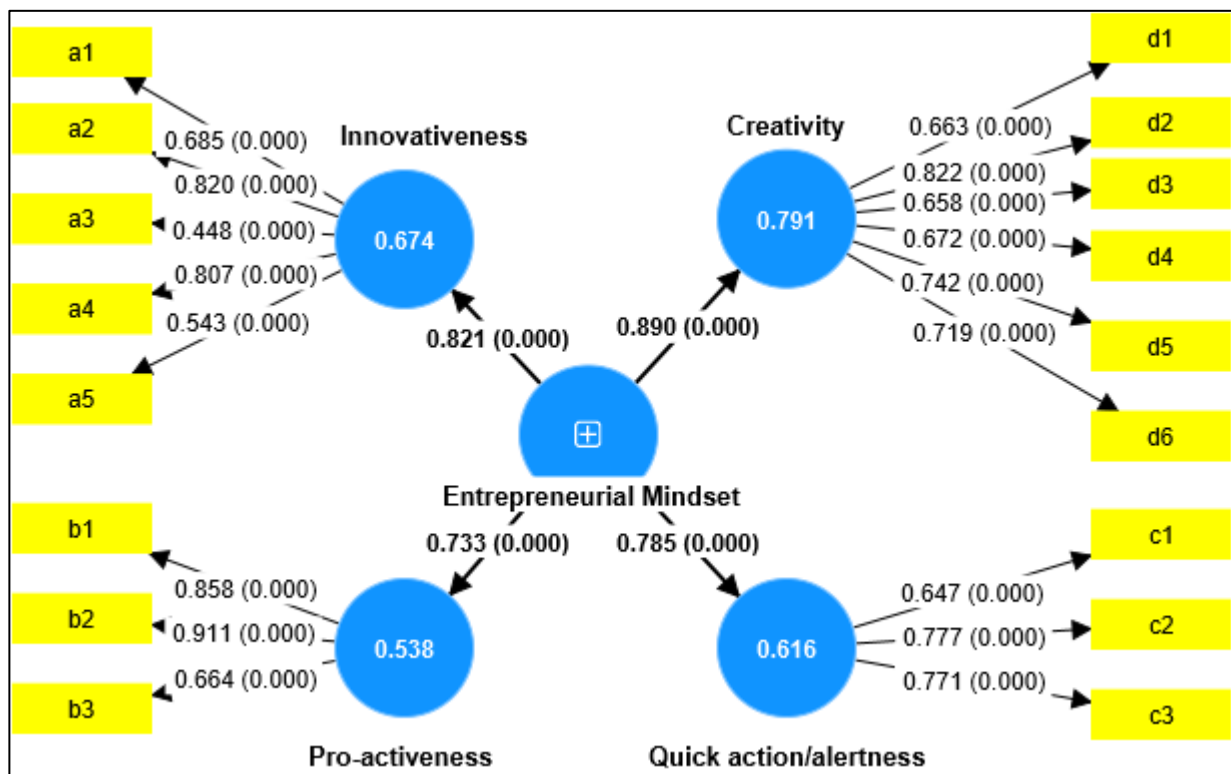
The results in the above table indicate that there are items of dimensions of the dependent and independent variables with reference to the means, whose value was higher than (3), as well as the standard deviation value is acceptable, and the distribution is normal through the value of (Skewness and Kurtosis) was between (3) and (-3), and the value of Cronbach's alpha for reliability is acceptable being higher than (.70).

Confirmative factor analysis: The extent of consistency of the sample's answers to the questionnaire items is recognized, and the confirmatory factor analysis was adopted because ready-made measures were relied upon. Either acceptance or rejection of the paragraphs is based on the level of significance for each saturation percentage, which is (0.05) provided by the (SMART PLS) program. And the results

are as follows:

The results of the confirmatory factor analysis of the saturation ratios and the level of significance of the items of the dimensions of the entrepreneurial mindset are shown in Figure 2. The dimensions of the entrepreneurial mindset are made up of four areas: creativity, ingenuity, proactivity, and awareness of the need to act quickly.

Figure 2. shows a factor analysis of the items that make up the dimensions of an entrepreneurial attitude.

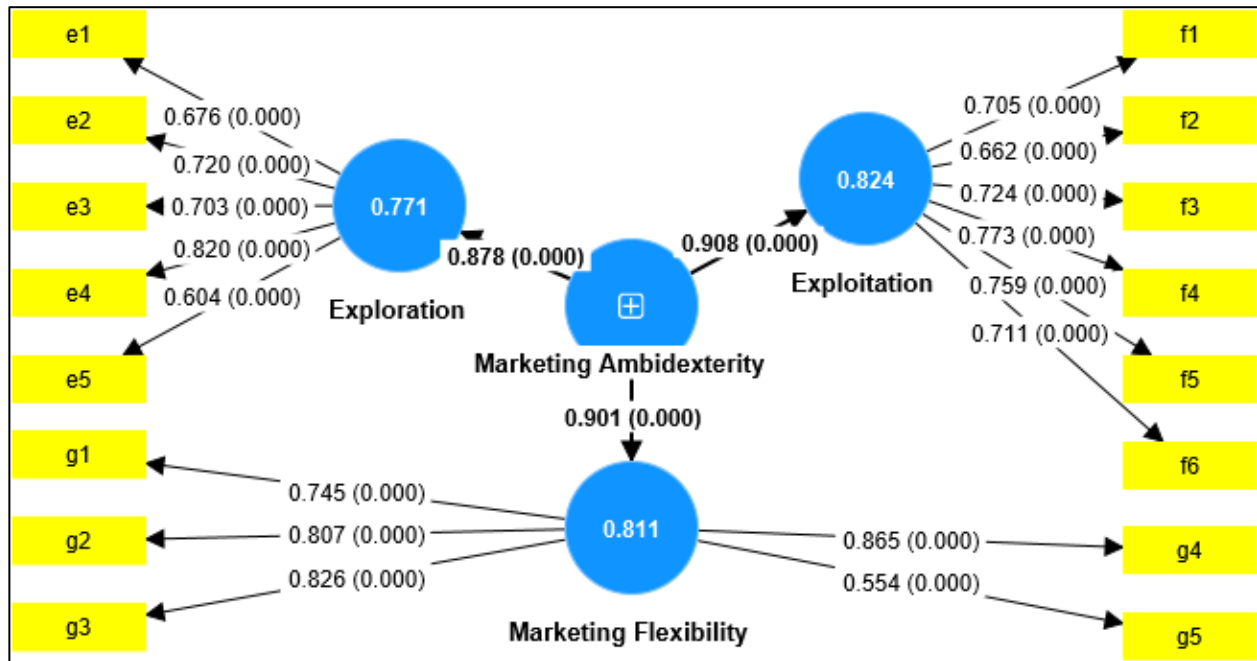


Author: The researcher made it based on what SMART PLS showed.

The data in figure (2) shows that all of the lines that describe the different aspects of an entrepreneurial mindset (creativity, innovation, and quick action/alertness) had acceptable saturation rates, as shown by P-value ratios that were less than 0.05.

Finding the most important factors for each of the aspects of marketing ambidexterity: according to form (3), which shows the outcomes of the factorial analysis of the saturation ratios and the items' level of importance in the marketing ambidexterity dimensions.

A factor analysis of the items of the aspects of marketing ambidexterity is shown in Figure 3.



Author: The researcher made it based on what SMART PLS showed.

Based on the paragraphs in Figure 3, which shows the different aspects of selling ambidexterity, all of them reached acceptable saturation rates based on (P-value) ratios that had rates less than 0.05.

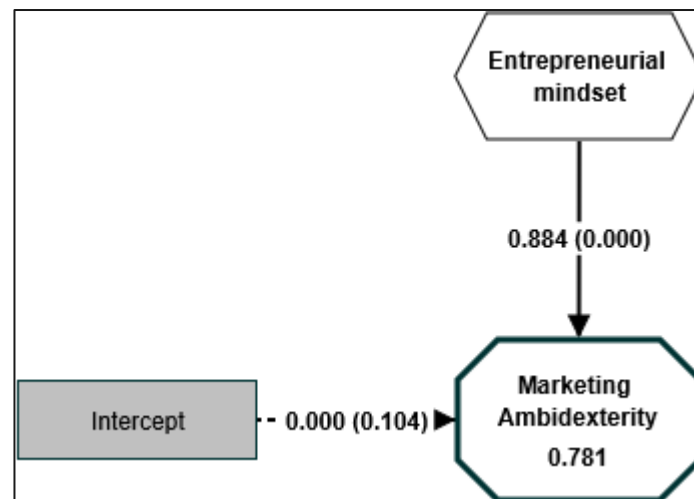
Testing and analysing how the study variables affect each other:

The tests used regression analysis to find out how (entrepreneurial mindset) affected (marketing ambidexterity). The (Beta) coefficient told the researchers how the independent variable (entrepreneurship mindset) was likely to change the dependent variable (marketing ambidexterity). The level of significance (0.05) was used to judge how important the influence relationships were. And here are four sub-hypotheses to test to see how the study variables are related:

H1: There is a significant and positive effect. of entrepreneurial mindset on marketing Ambidexterity: The results of this hypothesis indicate that there is a statistically significant positive impact relationship of entrepreneurial mindset on marketing Ambidexterity. Figure (4) this table (2) shows the results of testing the effect relationships, and table (1) shows the results of the effect (beta).

Table 2. Descriptive Statistics

Dependent Variables	Independent Variables	β	T	P VALUE	R ²	F
Marketing Ambidexterity	Entrepreneurial mindset	.884	24.705	.000	.780	610.35

Figure 4. Regression analysis test

Author: The researcher made it based on what SMART PLS showed.

It is clear from the figure (4) and table (2) that the entrepreneurial mindset effects on the marketing ambidexterity defined by the percentage of (.884) positively affected, as the calculated value of (t), which is greater than the tabular value of (1.96), while the level of significance (.00) is less than (0.05), and according to these results, this hypothesis was accepted.

H2: There is a significant and positive effect. of Innovativeness on Marketing Ambidexterity: The results of this hypothesis indicate that there is a statistically significant positive effect relationship (.164) on marketing ambidexterity. Figure (5) Graph (1) displays the effect (beta) data, and Table (3) displays the test results for the effect relationships.

It is clear from the figure (5) and table (3) that Innovativeness affects the marketing ambidexterity defined by the ratio (.164) positively affected, as the calculated value of (t) reached (4.095), which is greater than the tabular value of (1.96), while the level of significance (.00) is smaller than (0.05), and according to these results, this hypothesis was accepted.

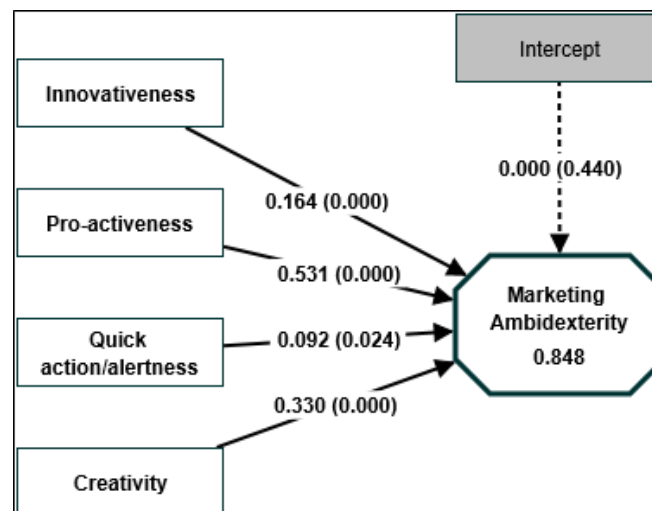
Figure 5. Regression analyze results

Table 3. Regression analyze results

Dependent Variables	Independent Variables	β	t	P VALUE	R^2	F
Marketing Ambidexterity	Innovation	.164	4.095	.000	.848	233.709
	Pro-activeness	.531	14.514	.000		
	Quick action / alertness	.092	2.284	.024		
	Creativity	.330	7.840	.000		

Author: The researcher made it based on what SMART PLS showed.

H3: There is a significant and positive effect. of Pro-activeness on Marketing Ambidexterity: It is clear from the figure (5) and table (3) that Pro-activeness affects the marketing ambidexterity defined by the ratio (.531) positively affected, as the calculated value of (t) reached (14.514), which is greater than the tabular value of (1.96), while the level of significance (.00) is smaller than (0.05), and according to these results, this hypothesis was accepted.

H4: There is a significant and positive effect. of Quick action/alertness on Marketing Ambidexterity: It is clear from the figure (5) and table (3) that Quick action/alertness affects the marketing ambidexterity defined by the ratio (.092) positively affected, as the calculated value of t reached (2.284), which is more than the number shown in the table (1.96). while the level of significance (.024) is smaller than (0.05), and according to these results, this hypothesis was accepted.

H5: There is a significant and positive effect. of Creativity on Marketing Ambidexterity: It is clear from the figure (5) and table (3) that Creativity affects the marketing ambidexterity defined by the ratio (.330) positively affected, as the calculated value of (t) reached (7.840), which is greater than the tabular value of (1.96), while the level of significance (.00) is smaller than (0.05), and according to these results, this hypothesis was accepted.

Conclusions

The hypothesis that entrepreneurial mindset affects marketing ambidexterity is supported positively, as the p value is less than 5%. It was also found through the analysis of the sample data that there is an availability of the dimensions of the entrepreneurial mentality, as the overall mean of the variable is (3.57), which is higher than the default mean. It was also found that the overall mean of marketing ambidexterity is (3.45) Availability of the aspects of marketing ambidexterity shows that they are there.

Through analysis of the sample data, there is also a positive effect of the independent variable, which is the entrepreneurial mindset on marketing ambidexterity. Through the results, we conclude that there is an interest in the entrepreneurial mindset by medium-sized and small-sized companies by giving importance to innovation and presenting new products, as well as advance planning and exploitation of opportunities. Rapid reaction to changes occurring in the market and the introduction of new ideas. It was also found that there is ease in decision-making by company officials, which supports flexibility in marketing activities in supporting the image of organizations with the customer.

Recommendations

Through the conclusions reached, the researchers recommend the need to pay attention to the entrepreneurial mindset as an important variable in strengthening trust between the customer and the organization's business, through which innovative marketing strategies are developed in producing and marketing products, as well as intensifying media and promotional efforts, as well as seizing

opportunities and benefiting from successful experiences, and this leads to marketing ambidexterity.

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