

The Effect of Proactive Marketing Behavior on Strategic Entrepreneurship Sustainability

Layla Mohsen Hassan Al-Hakeem¹, Amjad H. Ismail², Miaad Oliwi Naji³ and
Ahmed Muhammadridha Abdulrasool^{4*}

¹Accounting Department, Faculty of Administration and Economics, University of Kerbala, Iraq

²Business Administration Department, Faculty of Administration and Economics, University of Kerbala, Iraq

³Business Administration Department, Faculty of Administration and Economics, University of Kerbala, Iraq

^{4*}Faculty of Physical Education & Sports Sciences, University of Kerbala, Kerbala, Iraq

E-mail: ¹layla.alhakeem@uokerbala.edu.iq, ²amjad.h@uokerbala.edu.iq, ³miaad.o@uokerbala.edu.iq,

⁴ahmed.mohammed@uokerbala.edu.iq

ORCID: ¹<https://orcid.org/0000-0002-6380-0094>, ²<https://orcid.org/0000-0002-8817-2389>,

³<https://orcid.org/0009-0006-2902-0146>, ⁴<https://orcid.org/0000-0001-6217-4565>

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Abstract - This study will focus on the effects of proactive marketing behavior (PMB) in ensuring the sustainability of strategic entrepreneurship (SE) in the Iraqi Directorate of Civil Status, Passports, and Residence. The researchers used 220 government workers and discovered that there is a strong positive relationship between PMB and SE. The crucial aspects of PMB, including Market Sensing and Customer Anticipation, were determined as the driving forces in this process of SE, especially regarding the Opportunity Recognition and Value Creation domains. Structural equation modeling showed that PMB has a positive impact on SE with a standard weight of 0.569 and this indicates the importance of proactive marketing behavior as an essential element that promotes the entrepreneurial capabilities of the public sector organizations. The findings suggest that PMB enables the creation of an environment that allows identifying business opportunities, being strategic, and promoting the diffusion of innovations. These factors are essential in making a strategic entrepreneurship sustainable in the long term, and most so in government organizations. The paper also highlights that an organization is highly dependent on proactive marketing strategies like customer anticipation and future market orientation, which are critical to ensure that the organization is competitive and flexible. Through the proactive approach to marketing, the organization of the work of the state structures at the highest possible level will allow the organization to increase the quality of services and meet the constantly changing needs of the citizens. The study is relevant to the existing literature on strategic entrepreneurship and sustainability because it provides empirical evidence on the impact of PMB on enhancing SE in the public sector institutions and promoting their development in a dynamic and competitive environment.

Keywords: Proactive Marketing Behavior, Strategic Entrepreneurship, Sustainability, Market Sensing, Customer Anticipation, Opportunity Recognition, Public Sector, Structural Equation Modeling

I. INTRODUCTION

Proactive marketing is the way firms perceive the market challenges as opportunities and the creation of offensive tactics to exploit the perceived opportunities, as opposed to reactive adjustments. Proactive market orientation is one of the most essential theoretical trends that stands out as a contrast to more conservative market responses with its proactive and predictive nature. Design orientation caused by proactive market orientation brings about competitive advantages in product differentiation, which mediates entirely in the relationship between market orientation and perceived effectiveness (Canto Primo et al., 2021). Proactive Marketing Behavior (PMB) can help the person to proactively act in shaping the conditions and organizational performance by becoming responsible in terms of bringing changes in the organization, voice to influence the decision-making process, creative thinking in solving problems, and foresight in anticipating issues. Strategy Entrepreneurship (SE) is a dimension that brings together opportunity recognition and strategic execution to enhance strategic focus and operational excellence, and build up capabilities in risk assessment and risk acceptance, organizational flexibility, and sustainable growth strategies. Although PMB centers its attention on the individual-level behaviors that enable the betterment of organizations, SE is the organizational potential to turn these proactive moves into sustainable competitive advantages. This paper looks at this relationship in the Iraqi Directorate of Civil Status, Passports, and Residence.

Key contributions

- The paper is an empirical study on the impact of the Proactive Marketing Behavior (PMB) on the sustainability of the Strategic Entrepreneurship (SE) in the Iraqi Directorate of Civil Status, Passports, and Residence, which brings new knowledge to the field of entrepreneurial strategies in the public sector.
- The research enumerates the primary dimensions of PMB, which are Market Sensing and Customer Anticipation, and is a significant contribution to the enhancement of SE, particularly in Opportunity Recognition and Value Creation.
- The study has an analytical framework, which is well-built with the help of structural equation modeling (SEM) with the help of SPSS and AMOS, as it has been proposed in the literature on the topic of public sector entrepreneurship, and also provides practical insights to optimize service organizations.

This paper is organized in the following way: Section 1 presents the topic of the research that was conducted on the relationship between Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE). Section 2 constitutes an extensive literature review that addresses theories and past research on the topic of PMB and SE. Section 3 identifies the methodology that incorporates the research design, the data collection methods, and the conceptual model. Section 4 provides the results that contain statistical analysis of the findings and main results of the impact of PMB on SE. Section 5 will elaborate on the results, interpreting the results and relating them to the current research. Section 6 gives recommendations and suggestions on the findings of the study, which are presented in a practical application to the organizations of the public sector. The paper ends in section 7, where the key findings are summarized, implications given, and future research directions are provided.

II. LITERATURE REVIEW

Proactive Marketing Behavior (PMB)

Proactive work behavior has been widely reported in the business literature in organizational settings in a context that is self-initiated and future-oriented action aimed at transforming self or situation. Proactiveness is a concept that is assigned to strategic orientations as the personal traits of people. Crant et al., 2016 single out proactive behaviors as personality traits and selected organizational behaviors. Such behaviors are feedback seeking, job crafting, taking charge, voice behaviors, and personal initiative. All these behaviors are aimed at internal organizational settings. This model highlights five major proactive work behaviors, such as feedback seeking to assess behavioral correctness, job crafting with self-initiated job changes, taking charge, that is, workplace change efforts, voice behaviors that contain future-oriented change ideas, and personal initiative that depicts self-initiating approaches that are not mandated (Hawthorne, 2025; Ackermann & Richter, 2024). Proactive

personality influences job crafting and collaborative job crafting in a hospitality environment. Individual job crafting mediates its effects on personal performance, and collaborative job crafting does not have a significant mediating effect. Frare & Beuren, 2023 prove that proactive personality influences routine job performance mediated by self-efficacy. According to, proactive job behavior is beneficial to organizations and individuals. The marketing literature does not offer any suggestions regarding Proactive Marketing Behavior.

McCartan, 2023 examines networking proactiveness but not marketing-specific proactive behaviors.

Hodgkinson et al., 2023 studied proactive market orientation, but this differs from individual or organizational proactive marketing behaviors. No existing research addresses proactive behaviors specifically directed toward external market environments. Proactive work behavior focuses on employee performance and job satisfaction. Proactive Marketing Behavior must focus on market performance and competitive advantage.

Market environments contain customers, competitors, suppliers, and external stakeholders. These represent fundamentally different operating environments. Different environments require different behavioral approaches. Therefore, different theoretical constructs are necessary. PMB emerges from marketing strategy theory rather than organizational psychology theory. Marketing strategy emphasizes external market engagement (Prakash & Saxena, 2025). Organizational psychology emphasizes internal behavioral dynamics (Jassim & Ridha, 2022). These theoretical foundations generate different behavioral requirements. Marketing strategy requires customer focus, competitive awareness, and market positioning. Organizational psychology requires job performance, workplace relationships, and internal improvement. PMB represents self-initiated and future-focused marketing actions directed toward external market environments before market conditions demand such actions. This definition involves self-initiated tackling, which organization begins without external pressure; future-focused orientations encode the actions that anticipate future market conditions; Marketing actions for behaviors specifically targeting customers, competitors, and market dynamics, and external market environments to depict how the actions operate. PMB differs from reactive marketing behavior. Reactive marketing behavior responds to existing market conditions, satisfies current customer needs, and follows competitor actions. PMB anticipates future market conditions, identifies future customer needs, and precedes competitor actions (Brehmer & Rehme, 2009).

Strategic Entrepreneurship (SE)

Departing from the conventional entrepreneurship, emphasizing innovation and risk-taking without equal attention to sustaining long-term advantages, SE involves simultaneous opportunity-seeking and advantage-seeking

behaviors, creating a unique paradigm where small entrepreneurial ventures' strength in opportunity identification converges with large firms' capabilities in developing sustainable competitive advantages (Ireland et al., 2003).

The entrepreneurial literature drives the cognitive mechanisms through which entrepreneurs shape growth trajectories and the resource orchestration processes that enable systematic value creation.

The latter view is supported, which proves that SE is an innovative strategy, with organizations prioritizing the exploration of opportunities in the external environment and exploitation of these opportunities through inventiveness, risk-taking attitude, clear vision, and the capacity to scan the environment and respond to ambiguous situations to reach organizational objectives. This conceptualization was a change in the traditional emphasis on the new venture creation, but it was more elaborate. The principle primarily relies on the potential to determine both organizational and personal weaknesses and strengths, and the idea is produced via the corporate groups or people associated with the strategic roles (Arsic, 2017). To explore the entrepreneurial opportunities and achieve a competitive advantage, SE aims to translate ideas into entrepreneurial action according to a strategic perspective in uncertain conditions.

Unlike the opportunity-focused approach of traditional entrepreneurship, SE fills this gap by providing a framework that explains the interaction of entrepreneurial mindset, culture, and leadership with strategic resource management and innovation based on creativity to generate sustainable wealth. SE focuses on three main factors, namely the entrepreneur qualities, social conditions, and the institutional environment. (Brixiova et al., 2020; Bjørnskov & Foss, 2013).

Considering this, SE can be described as those actions that seek the most probable opportunities to justify their investment in organizational resources, as per the leadership vision of achieving optimum results and offering an exceptional advantage to the business owners. Besides, SE presents productivity-enhancing innovations and reallocation of resources, especially in the institutional models that enable economic freedom and lower transaction costs.

Such a macroeconomic approach shows SE as an engine of total factor productivity growth not only in the performance of individual firms but also in the economic trajectory of the nation. The relevance of SE is particularly evident when it comes to describing the business environment of the twenty-first century, which is characterized by high risks, low predictability, and regulatory obstacles in the new competitive environment established by four forces: Change, Complexity, Chaos, and Inconsistency.

To survive and grow in the long term, therefore, organizations have to seek and exploit opportunities to create income and value whilst adapting or overcoming

environmental challenges. In the case of emerging economies, SE takes on an extra-dimension in that companies may have to deal with institutional voids, resource limitations and market uncertainties and at the same time engage in strategic and entrepreneurial actions (Bruton et al., 2013; Ferreira et al., 2017) highlight the necessity of organizations to integrate entrepreneurial activity leading to the creation of new opportunities with strategic activity leading to competitive advantage, which is a significant breakthrough in SE and management research. SE goes beyond levels of analysis and includes activities on individual level, team and organisation with clear emphasis on developing competitive advantage.

The SE approach to buyouts demonstrates a broader range of value creation than the conventional agency theory with its efficiency emphasis and adds upside incentives and value creation systems based on growth, especially with private equity participation that leads to improved post-buyout firm performance due to strategic resources coordination (Meuleman et al., 2009).

Senior Executive Performance is based on an ideal common working language and also involves goal-setting, job definition, monitoring of workflow at significant junctions, leadership evaluation as per the high-performance standards, and the ability of an organization to implement strategies and improve internal activities, which is where the importance of SE is portrayed. (Al-Faltlawi & Amanah, 2021) considers leadership as the tool to reorganize the method of work in the organization, preserve the qualified human resources, and cultivate the skill of remaining human resource to improve performance. SE has different impacts on managers and staff where role ambiguity bridges the connection between entrepreneurial orientation and quit intention with a mandate to selective design philosophies to reduce job stresses and maximize employee retention (Monsen & Wayne Boss, 2009).

Individual knowledge and skills as a resource that is introduced at the input stage of the process and output stage of SE have been identified as the most basic multilevel outcome such as customer value-creating, stockholder wealth-building and benefits to society at large (Hitt et al., 2011). Shabat and Al-Masry (2019) believe that SE teaches businesses to strive to have productive members of staff who comprehend possibilities and competition. SE model is based on the premise that the changing circumstances require businesses to be inventive in their decision making and investment opportunities, and this fact demands some element of inventiveness in an organization.

Relationship between PMB and SE

Proactive behavior is one of five dimensions in strategic entrepreneurship models in addition to constant innovation, opportunity attitude, risk-taking and value creation. Factor analysis indicates these dimensions cumulatively determine 68.8% of knowledge-based firm competitiveness, and

proactive behavior has a positive effect on the overall impact of strategic entrepreneurship (Naeiji & Siadat, 2019).

Nevertheless, studies conducted in the petrochemicals and energy industry have shown that the concept of proactive behavior is known to contribute to sustainable competitive advantage but the value creation capabilities has more substantial predictive value in comparison to other strategic entrepreneurship dimensions. The entrepreneurial aspect of strategic entrepreneurship, which constitutes proactive behavior, has a positive association with the performance of SMEs in economic crises, but the trade-offs between the entrepreneurial activity and competitive advantage strategies are very prevalent in firms that are not located in central regions.

The creation of entrepreneurial intentions is yet another way of understanding individual proactiveness, and a study has found that mediating processes are complex and involve cognitive processes. Proactive personality moderates entrepreneurial intention by serially mediating between broader self-efficacy and specific self-efficacy, which means that the personality traits act by multi-process cognitive processes instead of direct behavioral activation. Proactive deployment of capabilities can be made possible by using ecologically rational reasoning to carefully apply and select and retain variation (Maghzi et al., 2024). Nonetheless, such co-variates as innovation ability, risk-taking tendency, market familiarity, resource accessibility, environmental ambiguity, and management skills exist. The success of proactive strategies is dependent on the nature of the industry, the economy, the cultural setting, and the organizational strengths.

III. METHODOLOGY

Conceptual Model and Hypotheses

The independent variable (PMB) has four dimensions, which include acceptance of responsibility, employee voice, personal inventiveness, and averting the occurrence of the problem. The proposed PMB scale will be comprised of 16 items in four different dimensions, which aim to test future-oriented marketing behaviors by organizations aimed at external market environments. The Market Sensing dimension encompasses the behavioral aspects of the continuous tracking of new patterns of customer preference prior to the competitors, gathering of intelligence regarding

the occurrence of business disruption by engaging in dedicated environmental scanning, forward-looking research studies that are designed to identify unexplored business opportunities and maintaining constant communication channels with thought leaders in the industry to inform about the change in the situation in the market. Customer Anticipation dimension is a dimension that measures behaviors of developing products and services on the basis of unarticulated customer needs, directing resources to comprehend future customer issues, developing solutions to challenges that future business cycles will introduce, and conducting marketing activities aimed at informing customers about future needs instead of addressing current needs.

The Competitive Positioning dimension evaluates actions of the sort; that of intentional positioning in areas where the competitors are not currently operating, but are expected to enter the market in the scenario taking an action in strategic marketing to develop a competitive advantage before the competitor takes action, in a manner that builds competitive barriers, and gaining of a market territory before the competitor takes action instead of responding to the current actions.

Innovation Diffusion dimension assesses those behaviors that contribute to the market adoption of innovations through educating customers about the benefits of innovations prior to the recognition of a need, investing in market development activities that make customers ready to accept new offerings, proactive communication strategies that make markets prepared to take on disruptive changes, and market infrastructure, and customer capabilities that will allow the market to adopt innovations in the future.

In order to assess taking responsibility, employee voice, individual creativity, and problem prevention, the current study modified a scale that has been widely adopted in previous studies (Qandil et al., 2020). Additionally, the study community and the organization's work environment may be compatible with these dimensions.

While TABLE II displays the participants' demographics, TABLE I shows the distribution of the responses gathered from the participants. The four variables that make up the dependent variable (SE) are growth, vision, flexibility, and risk acceptance (Luke, 2005). As seen in Fig. 1, both combine to form two possibilities.

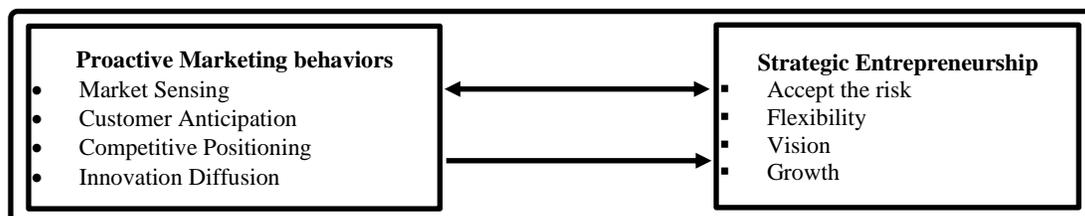


Fig. 1 Study Model

As shown in Fig. 1, the model of the proposed study investigates the correlation between Proactive Marketing

Behaviors (PMB) and Strategic Entrepreneurship (SE). The model illustrates the interactions between four major

dimensions of PMB, namely, Market Sensing, Customer Anticipation, Competitive Positioning, and Innovation Diffusion, and the dimensions of SE, which are Accepting Risk, Flexibility, Vision, and Growth. These areas of PMB help to sustain the sustainable development of SE, which should focus on the proactive approach in predicting the changes in the market and promoting entrepreneurial behavior. According to the model, PMB and SE are

reciprocally related with each other, the two elements continuously impact on each other resulting in improved strategic entrepreneurship and organizational performance.

H1: PMB and Sustaining SE have a significant correlation.

H2: There is a significant influence for PMB in Sustaining SE.

TABLE I STUDY SAMPLE

No.	Directorate	Sample Selected from Each District	Actual Sample After Return	Ratio
1	Administration and Finance Directorate	26	24	92%
2	National Card Directorate	36	32	89%
3	Passports Directorate	41	38	93%
4	Directorate of Civil Status Affairs	30	29	97%
5	Directorate of Nationality Affairs	38	35	92%
6	Directorate of Residence	33	32	97%
7	Information Directorate	31	30	97%
Total		235	220	94%

TABLE II DEMOGRAPHIC FEATURES OF THE SAMPLE

Variables	Sample	Repetition	Percentage %
Gender	Male	197	90
	Female	23	10
Age Group	From 20-30	13	6
	41-30	107	49
	51-41	76	34
	More Than 51	24	11
Qualification	PhD	1	1
	Master's	7	3
	Higher Diploma	9	4
	Bachelor's	203	92
Years Of Service	(5) A Year or Less	17	8
	(10-6) Years Old	31	14
	(15-11) Years Old	72	32
	(16) Years And over	100	45

The TABLE I and II shows that the percentage of employees in the directorate is higher for males compared to females. This is because the recruitment policy of the Iraqi Ministry of Interior favors males, as they are more tolerant of work pressures, particularly as the work and duties allocated are stressful and may involve working overtime any time and anywhere without prior notice. The table also shows that most of the employees are from the middle-aged age group, characterized by activity and vitality that matches the continuous daily traffic within the work of this directorate. In addition, most of the respondents hold university degrees, which gives them the opportunity to work in an office and deal with office equipment, communication technologies, and communication between the various departments, divisions, and internal administrative units, as well as external parties represented by the ministry and its various directorates. It also appears that most of the respondents enjoy good customer service in all aspects of the directorate's work in the target study community.

Instrument/Data Collection

Respondents in the Directorate of Civil Status, Passports, and Residence exhibited moderate to high levels of proactive involvement, according to the PMB study. With a mean score of 3.76 and a standard deviation of 1.004, the overall

PMB construct demonstrated above-average proactive behavior manifestation with moderate sample-wide variability. The response index severity at 0.75 indicates that only about three-quarters of the potential proactive behaviour that can be reached are being achieved in the organization.

Mathematical Models for Evaluating Strategic Entrepreneurship and Security Optimization

Proactive Marketing Behavior (PMB) Impact on Strategic Entrepreneurship (SE)

$$SE = \alpha + \beta_1(MS) + \beta_2(CA) + \beta_3(CP) + \beta_4(ID) + \epsilon \quad (1)$$

Equation 1 shows that Strategic Entrepreneurship (SE) is influenced by the four dimensions of Proactive Marketing Behavior (PMB): Market Sensing (MS), Customer Anticipation (CA), Competitive Positioning (CP), and Innovation Diffusion (ID). In this equation, SE represents the dependent variable, while MS, CA, CP, and ID represent the independent variables related to PMB. The coefficients β_1 , β_2 , β_3 , and β_4 evaluate the magnitude and direction of the effect of each of the PMB dimensions on SE. The intercept is a constant, and it is due to factors that have not been observed. This equation measures the effects of PMB dimensions changes in affecting SE, assuming that proactive marketing

behaviour increases strategic entrepreneurship and sustainability.

Loss Function for Security Model Optimization

$$L_{total} = L_{data} + \lambda \cdot L_{logical} \quad (2)$$

The total loss (L_{total}) in a security model combination of data loss (L_{data}) and logical loss ($L_{logical}$) is presented in equation 2 to maximize the performance of the model and guarantee the accuracy of prediction and logical integrity.

Where in equation 2, L -data means the error of imprecise predictions, generally quantified by Cross-Entropy. L is the loss of logical contraventions of logical constraints, e.g., security or privacy constraints. λ is a weight in the loss function giving more importance to logical consistency as the value increases to the extent of security or privacy.

IV. RESULTS

This study has been analyzed in SPSS and AMOS. Data cleaning, descriptive statistics, and hypothesis testing that were done in SPSS (Statistical Package for the Social

Sciences) guaranteed the accuracy and integrity of the data. It allowed establishing the correlations between the dimensions of Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE) through the Pearson correlation analysis, which offers information about the correlation between the results of the various PMB dimensions and the results of Strategic Entrepreneurship. Also, Structural Equation Modeling (SEM) was performed with the help of AMOS (Analysis of Moment Structures), the method that was implemented to test and prove the offered theoretical model. Path coefficients estimation and goodness-of-fit indices could be evaluated using AMOS, which enables the study of the direct and indirect relationships between PMB and SE. These tools helped in the empirical analysis of the survey by aiding the processing of complex data, the strength and validity of the model of the study, and the complete information on how the proactive marketing behavior affects strategic entrepreneurship in the Iraqi public sphere. The statistical analysis with the use of SPSS and SEM with AMOS proved to be crucial in the analysis of the data and verification of the theoretical framework, which provided a strict method of testing the research hypotheses (TABLE III).

TABLE III DATASET DESCRIPTION

Feature	Details
Dataset Size	220 government employees
Source	Iraqi Directorate of Civil Status, Passports, and Residence
Data Collection Method	Survey responses
Demographic Features	Age, Gender, Educational Background
PMB Dimensions	-Market Sensing (MS) - Customer Anticipation (CA) - Competitive Positioning (CP) - Innovation Diffusion (ID)
SE Dimensions	- Opportunity Recognition - Value Creation - Resource Orchestration - Strategic Flexibility
Purpose of the Dataset	To assess the relationship between Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE)
Analysis	Used for correlation analysis and Structural Equation Modeling (SEM)

To run the experiments, the following parameters were set to initial values: the weights (W) and biases (B) of the neural network were randomly set. Optimization was governed by the step size (η). The iteration of the training epochs (T) was what determined the number of times the model was going to process the dataset. The weighting factor (λ) was to modify the weight of logical consistency. Rules to ascertain conformity to security and privacy standards were represented as logical constraints (Φ). The parameters helped optimize the model to examine the association between Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE).

Data Loss (Cross-Entropy Loss)

$$L_{data} = -\sum_{i=1}^N y_i \log(p_i) \quad (3)$$

In Equation (3), Data Loss is computed by the Cross-Entropy Loss function that applies a difference between the actual labels (y_i) and the estimated likelihoods (p_i) of each data point. It is often used in classification problems in order to check the accuracy of the model's prediction. The role punishes the model more in the cases where the prediction of the result is far off the actual label, where N represents the total data points.

Logical Loss

$$L_{logical} = \sum_{\phi \in \Phi} (1 - G(\phi)) \quad (4)$$

The Logical Loss in equation (4) shows the conformity of the model to specified logical constraints (Φ) to the optimization process. The $G(\phi)$ is the fuzzy logic satisfaction of each constraint ϕ . The logical loss compiles the departures of the

model predictions of the logical rules and makes sure that the model is consistent with the logical rules, including security/privacy rules.

Total Loss

$$L_{total} = L_{data} + \lambda \cdot L_{logical} \quad (5)$$

In Equation (5), The Total Loss is a sum of Data Loss and Logical Loss. The data loss part measures the consistency of the model predictions with the actual consequences, and the logical loss makes sure that the model meets the required constraints. The weighting factor λ brings the relative significance of the logical constraints in the total loss functionality. An increased λ emphasizes consistency of logic as in the model, e.g., security or privacy.

Pearson Correlation Coefficient

$$r = \frac{\sum(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \sum(Y_i - \bar{Y})^2}} \quad (6)$$

The Pearson Correlation Coefficient measures the strength of the linear relationship between two variables, (X) and (Y). A value closer to 1 or -1 indicates a strong correlation, with a positive value showing a direct relationship and a negative value indicating an inverse relationship. This metric is used to assess the relationship between Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE) as shown in Equation (6).

Instrument Reliability and Internal Consistency

The study tool exhibited strong psychometric qualities through extensive reliability testing. Internal consistency assessment revealed that all measurement scales exceeded acceptable reliability thresholds, indicating strong structural stability across both primary constructs examined within the Iraqi public sector (TABLE IV).

TABLE IV STRUCTURAL STABILITY OF THE MEASURING INSTRUMENT

Main Variable	Dimensions	Cronbach's Alpha
PMB	Market Sensing	0.76
	Customer Anticipation	0.73
	Competitive Positioning	0.71
	Innovation Diffusion	0.75
	Overall PMB	0.82
SE	Opportunity Recognition	0.72
	Resource Orchestration	0.77
	Strategic Flexibility	0.75
	Value Creation	0.8
	Overall, SE	0.83

Descriptive Analysis

Market Sensing exhibited PMB dimension with a mean score of 3.97 with a standard deviation of 0.819. The severity index of 0.80 reveals a strong organizational emphasis on monitoring emerging customer preferences. Customer Anticipation ranked second in manifestation with a mean score of 3.82 and a standard deviation of 1.031. Innovation Diffusion achieved third position with a mean score of 3.83 and a standard deviation of 1.023. Competitive Positioning was the fourth dimension of PMB, with a mean score of 3.44 and the most significant standard deviation of 1.142. The index of severity 0.69 is the least across PMB dimensions, and this shows that the organization can substantially improve anticipatory competitive behaviors and market territory securing.

The mean score of strategic entrepreneurs was 3.97 with a standard deviation of 0.877, thus showing a high level of overall manifestation at the directorate. According to the severity index of 0.79, almost four-fifths of the hypothetical strategic entrepreneurial potential is being met.

The most noticeable dimension of the SE was Opportunity Recognition, with a mean score of 4.17 and the lowest standard deviation of 0.796. The severity index of 0.83 is the strongest of all the measured dimensions in the two constructs, indicating extraordinary organizational ability to identify and scrutinize possible business opportunities before the competitors detect them.

Value Creation achieved second position with a mean score of 4.04 and a standard deviation of 0.785. The severity index of 0.81 shows that there is a high organizational commitment to converting the entrepreneurial opportunities into sustainable competitive advantages by designing new business models. Resource Orchestration was placed at the third position with a mean of 3.91 and a standard deviation of 0.941. The severity index of 0.78 indicates that there is a remarkable ability to mobilize and exploit resources in new ways to enable entrepreneurial activities, although it is not universal. Strategic Flexibility showed the lowest performance in the SE dimension, with a severity index of 0.75, which means that strategic direction and business model changes in reaction to the environmental changes are moderately able to be performed by the organization. TABLES V and VI indicate how the indicators of the two constructs are ranked.

TABLE V STATISTICAL DESCRIPTION OF (PMB) (N = 220)

Main Dimension	M	SD	Severity Of Answer	Ordinal Importance
Market Sensing	3.97	0.819	0.80	First
Customer Anticipation	3.82	1.031	0.76	Second
Competitive Positioning	3.44	1.142	0.69	Fourth
Innovation Diffusion	3.83	1.023	0.76	Third
Proactive Marketing Behavior	3.76	1.004	0.75	-

TABLE VI STATISTICAL DESCRIPTION OF (SE) (N = 220)

Main Dimension	M	SD	Severity Of Answer	Ordinal Importance
Opportunity Recognition	4.17	0.796	0.83	First
Resource Orchestration	3.91	0.941	0.78	Third
Strategic Flexibility	3.75	0.985	0.75	Fourth
Value Creation	4.04	0.785	0.81	Second
Strategic Entrepreneurship	3.97	0.877	0.79	-

strongly positive between the constructs and is 0.569 ($p < 0.001$) as indicated in TABLE VII).

Hypothesis Testing

Hypothesis 1 stipulates that PMB and SE are significantly associated. The Pearson correlation value is moderately to

TABLE VII MATRIX OF CORRELATION COEFFICIENTS

Variables	Details	Market Sensing	Customer Anticipation	Competitive Positioning	Innovation Diffusion	PMB
SE	Pearson Correlation	.392***	.541***	.492***	.324***	.569***
	Sig. (2-Tailed)	.000	.000	.000	.000	.000
	N	220	220	220	220	220

This strength of correlation indicates that about 32.4 % of the variance of SE can be attributed to the linear relationship between it and PMB. This relationship strength is evidenced by the fact that market-oriented proactive behavior plays a massive role in organizational-level strategic entrepreneurship competencies in the public sector. Market Sensing showed a positive correlation of 0.392 with SE, which was moderate in nature. Customer Anticipation had the best individual dimension correlation with SE of 0.541, which is significant at the level of 0.000.

additional analysis, including regression analysis or structural equation modeling, but the correlation coefficient of 0.569 points to the possibility of a causal relationship. The size of the significant association is also highly supportive of the impact hypothesis. The sample size has 220 responders, which can be deemed adequate statistical power in determining significant associations as well as ensuring the generalizability of the business being studied. TABLE VIII indicates that all model estimates are not crucial at the threshold of ($P < .001$) and the ratio of the critical (CR) was greater than (1.96), which is the required value.

Hypothesis 2 assumed a significant impact of PMB on SE. It is impossible to make a final causal conclusion without

TABLE VIII MODEL ESTIMATES THE IMPACT OF PMB ON SE

Dep. Variables	Path	Ind. Variables	Srw	Estimate	Se	Cr	P
PMB	→	SE	.569	.439	.043	10.227	<0.001
PMB	→	Market Sensing	.692	-.707	.105	14.199	<0.001
PMB	→	Customer Anticipation	.853	1.163	.048	24.143	<0.001
PMB	→	Competitive Positioning	.769	1.119	.063	17.787	<0.001
PMB	→	Innovation Diffusion	.783	1.011	.054	18.611	<0.001
SE	→	Opportunity Recognition	.785	.990	.053	18.734	<0.001
SE	→	Resource Orchestration	.782	.766	.064	18.561	<0.001
SE	→	Strategic Flexibility	.820	1.397	.066	21.202	<0.001
SE	→	Value Creation	.669	.847	.064	13.312	<0.001

V. DISCUSSION

Market Sensing creates leadership and confidence in risk-taking by continuously tracking the emerging patterns of customer preferences. Customer Anticipation contributes to current competitive aggressiveness by creating solutions that respond to the unarticulated customer needs. Competitive Positioning offers the information that increases the recognition of opportunities by securing a market territory

ahead of others. The analysis of the correlation showed that there was a significant positive correlation between PMB and SE. Organizations that adopt Market Sensing strategies demonstrate sustained SE capabilities over time. Organizations that maintain Customer Anticipation behaviors during economic downturns outperform their peers. Market Sensing develops cycles that sustain the entrepreneurial energy (Hughes & Morgan, 2007).

Every Customer Anticipation activity creates awareness and the ability to venture into the future. The process of Innovation Diffusion helps to keep SE alive as it facilitates learning at an institutional scale (Canto Primo et al., 2021). Customer Anticipation offers the intelligence of the market, which nourishes the entrepreneurial effort with emerging knowledge (Magno et al., 2017). Innovation Diffusion develops customer loyalty and forums in which entrepreneurial projects can be initiated. The entrepreneurial capabilities are enhanced through Market Sensing orientation under challenging periods, as counter-cyclical marketing investments are promoted.

Social media analytics and other large language models are Customer Anticipation tools that generate feedback mechanisms to detect customer experience pattern-oriented feedback systems (Kunathikornkit et al., 2025). Market Sensing is an institution that internalizes the process of entrepreneurship opportunity identification by conducting a systematic market scan and trend tracking. The performance systems based on Competitive Positioning promote the absorption of knowledge, which supports entrepreneurial activity (Magno et al., 2017; Amanah et al., 2022b).

The concept of strategic flexibility, as trained by Market Sensing, addresses the opportunities responsive to demographic changes, exemplifying the way opportunistic strategies are adjusted to the circumstances (Matsuno & Kohlbacher, 2020). By creating learning capabilities that facilitate market exploitation, organizations that seek emerging opportunities through Market Sensing do so. The proactive marketing generated Competitive Positioning establishes competitive advantages by shaping the development of the industry and the behavior of customers. One of the vintage strategic marketing strategies of companies is Customer Anticipation and Innovation Diffusion strategies (Eggers et al., 2012). Customer Anticipation intensity contributes to building a relationship in the market and creating the basis of future initiatives. Companies illustrate the principles by using the capabilities of Market Sensing on the digital platform to increase financial sustainability (Levine & Zahradnik, 2012). The findings indicated that a strategic leadership is achieved through proactive marketing behavior (Al-Fatlawi & Amanah, 2021). The findings are in line with research (Amanah et al., 2022a). The marketing behavior is proactive and has an impact on the quality of the marketing performance. The findings of the existing study are in line with the findings of (Fadhil et al., 2024; Fadhil et al., 2023). The strategic leadership is achieved and maintained through proactive marketing behavior. The success of government organizations in the contemporary competitive environment with organizations of the private sector depends nowadays on the key of offering innovative, value-oriented services addressing the needs of various customers. Proactive managers are the most valuable capital and ingredient of those organizations; the knowledge of proactive marketing performance is a key to overcoming bottlenecks and difficulties of their work. These findings are in line with the

studies Hussein et al., 2023 that indicate the importance of having strategic innovation capabilities towards enhancing strategic position of an organization.

The challenges sometimes are an opportunity to be changed into opportunities and thus there is need to research on factors and variables that can influence them. Remark: Since proactive marketing behavior has been shown to be effective, much attention should be paid to both internal and external communication networks to ensure that information, which facilitates the strategic direction of such organizations, continues to flow. Leaders should also know what their subordinates have to deal with and ensure that the interests of the group take precedence over everything. The leaders should also maintain a friendly relationship with their workers to satisfy their needs to prevent top-down management styles. If things are done in a way that compels employees to perform specific tasks, supportive behaviors will improve employee performance. The results of the current study are consistent with those of Shahid et al., 2023. The study's findings are consistent with other studies, such as (Abdulameer et al., 2023; Abdul-Abbas et al., 2024)) in the field of sustainability, which confirmed that proactive marketing practices achieve sustainability, especially those with strategic orientations such as entrepreneurship within various business sectors like manufacturing, innovation, and creativity etc.

The study of the role of each dimension of Proactive Marketing Behavior (PMB) in Strategic Entrepreneurship (SE) was achieved through an ablation study utilizing the sequential removal of PMB dimensions and measuring its impact on Strategic Entrepreneurship. The review showed that the market Sensing (MS) and Customer Anticipation (CA) had the most substantial effect on SE, especially in the aspects of Opportunity Recognition and Value Creation. Competitive Positioning (CP) and Innovation Diffusion (ID), conversely, did not have significant impacts on SE when separated. The given ablation research contributes to highlighting the relative significance of each of the PMB dimensions to the outcomes of strategic entrepreneurship and shows that a set of several proactive marketing behaviors should be combined to achieve the sustainability of strategic entrepreneurship in the public sector.

VI. RECOMMENDATIONS AND FUTURE DIRECTIONS

Organizations should enhance Market Sensing capabilities through dedicated environmental scanning activities. Marketing personnel require training in forward-looking research methodologies. Communication channels with industry experts need systematic establishment. Expenditures Customer Anticipation behaviors require the allocation of resources to be huge to understand what is in future of the customers. The organizations need to invest in coming up with a solution to unarticulated customer needs. The future-based educational marketing programs should be given priority over the demand response in the present.

The competitive Positioning capabilities should be given maximum developmental consideration by formation of strategic marketing team. Predictive capabilities should be established in organizations to anticipate the entry of the competitors in market segments. Preemptive competitive advantage creation needs to be developed systematically in terms of internal capabilities. The market territory securing tactics should be undertaken prior to the competitor realization of opportunities. Innovation Diffusion behaviors need to have a better market preparation profile. Companies need to develop customer preparedness to new offerings by means of active communication policies.

The dimensions of Strategic Entrepreneurship demand equal development of all the capabilities. The processes of Opportunity Recognition should be systematized to be able to find business opportunities in the dynamic market conditions. Strategic Flexibility requires the changes in the organizational structure that facilitate the quick changes of the strategic direction. Value Creation processes must be concerned with long-term sustainable competitive advantage building, as opposed to short-term opportunistic profits. The digital transformation creates new possibilities to redefine PMB and SE integration. As business is becoming digitalized, firms need to take on system-based value creation lenses in designing resource configurations. Digitally-mediated environment requires widening of organizational boundaries beyond traditional boundaries. The capability-leveraging processes of public organizations produce value as a result of complex interactions between the public and the private actors. These alliances generate existent commodities, innovations, and new markets with the help of SE mechanisms.

The systematic frameworks that incorporate microfoundations of growth as well as the contextual aspects need to be developed. The studies should ask questions to understand how cognition and institutions interrelate to generate various growth patterns. The management capacity of innovation should also be improved in terms of dealing with breakthrough innovation implementation in high uncertainty situations. The conventional competitive advantage theories might not be adequate to explain path-creating business opportunities that demand new theoretical formulations. The intersection of digitization with SE presents unprecedented opportunities for reimagining value creation mechanisms as business digitization requires firms to adopt system-based, value-creation-centric perspectives for designing resource configurations (Amit & Han, 2017). Organizational boundaries should not be confined to be investigated as attitudinal variable, yet entrepreneurial orientation as attitudinal and behavioral constructs in digitally-mediated environments manifests (Anderson et al., 2015).

This process of integration may expose emergent theoretical concepts of how companies use existing competitive advantages and explore the digital opportunity (Ireland & Webb, 2007). Capability-leveraging generates and embodies

value across sectors in public organizations (Klein et al., 2013). Whether or not capabilities acquired in pursuit of public interests can sustain long-term value creation without compromising original public missions should also be linked to SE research, particularly regarding cognitive mechanisms shaping growth trajectories and resource orchestration. Future research should develop comprehensive frameworks integrating microfoundations of growth with contextual dimensions previously unrecognized.

VII. CONCLUSION

In this research, a high degree of correlational and causal relationships between the Proactive Marketing Behavior (PMB) and Strategic Entrepreneurship (SE) were determined, and statistical analysis revealed the positive effect in all dimensions measured. The findings indicated that such dimensions as Market Sensing and Customer Anticipation are essentially crucial in promoting SE, especially in the Opportunity Recognition and Value Creation, but other dimensions, such as Competitive Positioning were less significant. The results highlight the significance of implementing proactive marketing strategies to enhance the efficiency of operations, innovation, and the competitiveness advantage in the public sector. The value of correlation of 0.569 shows that there exists a significant positive relationship between PMB and SE sustainability. Future studies may conduct causal studies with complex regression or study the extent to which other environmental factors also moderated the relationship between PMB and SE. Moreover, future research can also evaluate the effects of digital transformation and technological change on the effectiveness of proactive. Marketing activities towards strategic entrepreneurship.

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Institutional Review Board Statement: The study protocol was approved by the IRB of (Faculty of Management and Economics/Kerbala University). Informed verbal consent was obtained from all participants, and all data were anonymized to protect participant confidentiality.

Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Authors' Contributions: Conceptualization: LMH, AHI; Data curation: MON, AMA; Formal analysis: AHI; Funding acquisition: LMH, MAJ, AMA; Investigation: LMH, AMA; Methodology: AHI, MON; Resources: AMA, LMH, AHI, MON; Validation: LMH, AHI; Visualization: MON, AMA; Writing – original draft: AMA, LMH; Writing – review & editing: AHI, MON. All authors contributed to writing and revising the manuscript.

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Contribution/Originality: The paper will take into account the ways in which PMBs are contributing to the sustainability of SE in an Iraqi Ministry of Interior organization, in the example of the Directorate of Passports and Residence. The research reveals the favorable effect of PMBs on SE accomplishment and maintenance, contributing empirical data with the help of SPSS and AMOS. These results contribute to the Arabic literature that studies the connection between entrepreneurship and sustainability, and justify the presence of proactive practices in enhancing strategy orientations to entrepreneurship and sustainability among members of the Iraqi society in the government services.

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