

The Role Of The Entrepreneurial Strategic Orientation In Enhancing Service Quality : An Analytical Study Of The Opinions Of A Sample Of Employees At Zain Iraq Telecommunications Company

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Abstract:

The current study aims to examine the direction of the Entrepreneurial Strategic Orientation to service quality improvement at Zain Iraq Telecommunications Company, and to contribute to the current state of the study community. This will help it solve the problems it faces, find the right solutions to overcome these problems, and effectively deal with the changing environment.

The study adopted a comprehensive survey approach, meaning that the study community itself is the study's analysis. Based on this, an electronic form was used to distribute the data to a small sample in coordination with the company's public relations department. The study revealed (282) valid responses for analysis from a language community of (290), meaning that the selected sample could be fully successful (97%). Descriptive models were used in this study.

To analyze and interpret the collected data, some statistical methods were used, such as the mean, mean deviation, coefficient of variation, and relative importance, in addition to the SEM and Pearson's simple correlation coefficient. The analysis was conducted using statistical analysis programs (SPSS & AMOS.V.29). Several results were reached, the most important of which was the existence of a correlation and influence between the strategic entrepreneurial orientation and enhancing service quality

Keywords : *Entrepreneurial Strategic Orientation, service quality ,Company Zain Iraq .*

INTRODUCTION

In the past few years and to this day, organizations have witnessed a state of great change in their markets and operations, resulting from the rapid transformations towards globalization and the unprecedented openness of the divides and borders between countries, which increased the intensity of competition between them, which required organizations to think about a preliminary drawing of the appropriate strategy for their work and determine their directions, and search in various fields for distinct work methods, capabilities and possibilities that enable them to survive and adapt to the rapid environmental changes. Local and international competition has led organizations to face an increasingly turbulent and hostile environment, in addition to the tastes and requirements of customers that have become more complex, which has been reflected in the competition that has become more fierce. Therefore, many organizations have adopted a set of approaches to improve their response to these forces. Since the last decade of the twentieth century and the current century, all organizations of various sizes and activities across the world have become more aware and believe that the basic key and main source of their work efficiency and long-term survival is dependent on the proper management and investment of their resources and capabilities in order to ensure the continuity and sustainability of their business, thereby achieving the quality of their products that the customer desires to obtain, and in a way that leads to the creation and maximization of wealth, especially after society in general and the customer in particular have come to expect these organizations to operate at a higher competitive level than what other competing organizations offer, such as reducing costs, quality of service or product, and speed of response to meet their needs and renewed requirements that require distinct skills, abilities and capabilities, and successful adaptation to environmental and renewable changes to advance their organizations, which have the ability to encourage employees to continue acquiring new skills, which have the elements of effectiveness and influence and have

the ability to develop real and effective work strategies capable of adapting in response to the dynamic environment and proactively identifying and seizing opportunities so that the organization becomes a model for comparison with competing organizations within the same sector or market, such as reducing costs and quality of service or Product.

1. Study methodology

1.1 The problem of the study

The field problem is represented in the need of the departments (top, middle) of the study sample to consolidate the concept of the pioneering strategic orientation, which confirms the reality and repercussions of the study problem that focuses on the need of officials at Zain Telecommunications Company to realize the nature of the impact between the study variables in the field. Through repeated visits and unstructured personal interviews with a sample of officials, this problem was diagnosed, which was represented by the deficiency and weakness of conceptual and field awareness regarding the study topics "the Entrepreneurial strategic orientation and enhancing service quality." On this basis, the main features of the field problem of the current study become clear by framing it with a set of the following questions:

- 1-What is the level of adoption of the "DMAIC model, service quality in the company, the study community?
- 2-What is the nature of the correlation between the study variables and their sub-dimensions in the company, the study community?
- 3-What is the extent of the impact of the (DMAIC) model in enhancing service quality (direct impact) in the company, the study community?

1.2 The importance of the study

The importance of the current study is represented in the following aspects:

- 1.Highlighting the reality of using the study variables in Zain Iraq Telecommunications Company in order to diagnose the problems and obstacles it faces and to provide proposals and recommendations regarding them.
- 2.Through the expected results, the researcher hopes to provide appropriate contributions that will help the company under study in building and formulating a clear strategy and avoiding ambiguity and paying attention to its capabilities to enhance the quality of its services in order to face challenges and expand its market share.
- 3.The researcher hopes that the results of this study will play a role in working on conducting more research by studying these variables with other variables in a way that supports and contributes to the integrated crystallization of its topics and dimensions.
- 3.The importance of the study lies in identifying the strengths and weaknesses in the service provided by the company, the study sample, and working on developing its capabilities and abilities to meet the requirements of competition in an environment characterized by high dynamism.

1.3 The aim of the study

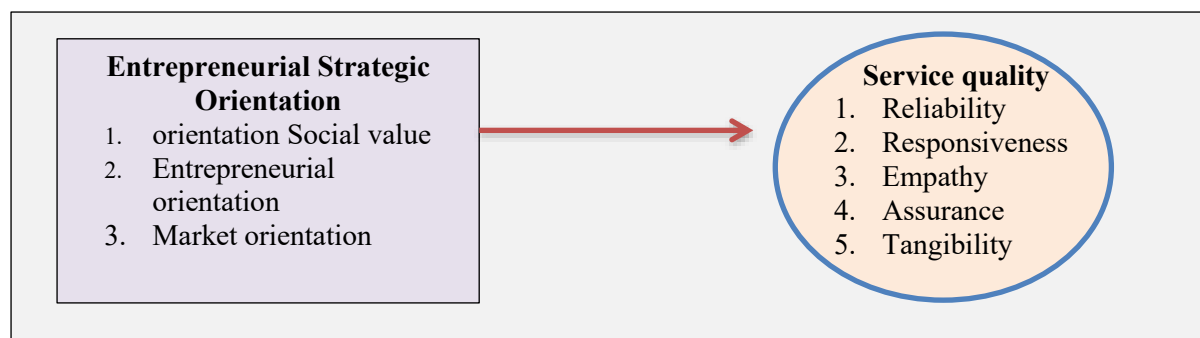
This type of goal is determined in the light of the homogeneous composition of the study variables and the extent of their impact on behavior better through:

- 1-Establishing an integrated cognitive and philosophical framework for the study topics (strategic entrepreneurial orientation enhancing service quality .) and their sub-dimensions. This is achieved by tracing the intellectual paths of specialized literature and the theoretical frameworks presented by authors and researchers to define the precise concepts of the study's main and sub-variables. This is achieved by analyzing and interpreting their contents, establishing the knowledge they contain, and then presenting a conceptual foundation that describes the interpretive approaches used to represent the topics.
- 2-Establishing and consolidating the logical relationships between the study's main and sub-variables. This can be achieved by reviewing the most important scientific proposals on these topics, identifying the accumulated knowledge
- 3-Provide decision makers "senior management" at Zain Iraq Telecommunications Company with a number of mechanisms that would enhance the quality of its services.

1.4 The hypothetical scheme of the study

The hypothetical diagram of the study represents a simplified, brief, and hypothetical diagram of the phenomenon under study, and identifies the effect relationships expressed by hypothetical arrows that have not yet been tested. This diagram reflects a set of hypotheses that were built primarily on the possibility of

measuring each variable of the study, and the extent of the diagram's comprehensiveness and possibility. Figure(1) depicts the hypothetical plan of the study .



The main hypothesis: There is a significant effect relationship between Entrepreneurial Strategic Orientation and Service quality . The following sub-hypotheses are derived from it:

1st sub-hypothesis: There is a significant effect relationship between orientation Social value and Service quality.

2rd sub-hypothesis: There is a significant effect relationship between Entrepreneurial orientation and Service quality.

3nd sub-hypothesis: There is a significant effect relationship between Market orientation and Service quality.

1.6 The sample of the study

A sample was selected that represented the senior and middle management leaders in Zain Iraq Telecommunications Company. The study sample included (Chairman of the Board of Directors, General Manager, Department Manager, Branch Manager, Division Manager, Unit Manager), and the study adopted the comprehensive enumeration method, meaning that the study community is the same as the study sample. Based on this, an electronic form was adopted to be distributed to the targeted sample through an agreement with the Public Relations Department in the company. Accordingly, the study sample included (282) valid answers for analysis from a community of (290), which means that the actual sample response rate reached (97%). In order to analyze and interpret the data and come up with the best results, the study resorted to relying on two analysis packages, which are (SPSS & AMOS.V.29).

1.7 The tool of the study

The study used the questionnaire as a tool to collect data from the study sample. The questionnaire consists of two parts. The first part included the demographic data of the respondents, while the second part included the variables of the study, as it included Entrepreneurial Strategic Orientation Based on the scale (Cho et al., 2022), which includes (9) items dimensions mentioned, while the Service quality variable included (22) items through Relying on the scale (Kang & James,2004). By applying the test, it was found that the Entrepreneurial Strategic Orientation axis recorded an acceptable reliability coefficient of (0.932), and the combined axes recorded (0.946), which indicates that all axes reflect acceptable results.

1. Entrepreneurial Strategic Orientation

2.1 The concept of Entrepreneurial Strategic Orientation

There is a significant role for the dynamics between exploiting existing market opportunities and exploring new possibilities. This role has increased and expanded more than ever due to the presence of globalization. As competition becomes more sophisticated in developed markets, the search for new opportunities elsewhere becomes more attractive. Accordingly, researchers have developed a number of different constructs that attempt to explain the adaptation of firms. Therefore, the different orientation constructs have gained great popularity among scholars in various disciplines. More recently, researchers have begun to investigate the links between these orientation constructs developed within the strategic management and entrepreneurship literature, leading to the emergence of an emerging stream of literature that considers the different orientations as complementary constructs that exist simultaneously within firms and jointly support their performance (Ireland *et al.*,2003:963). Strategic orientation is commonly used as a general umbrella term to describe a number of different constructs such as market orientation, entrepreneurial orientation, learning orientation,

or technology orientation (Venkatraman, 1989:942). Strategic orientations are a description of how patterns of resource allocation and coordination are introduced, integrated, adopted and/or activated at some level within the company, i.e. the company's tendency to adopt certain standards, and to act or operate in a specific way (Cadogan, 2012:340-348). Several attempts have been made to capture the mental framework of the term orientation that managers use in the strategic development process. For example, a manager can be described as having a proactive orientation when facing a volatile or changing environment, adapting to the environment when lacking self-confidence, and adapting and innovating when the manager is proactive (Abiodun & Kida, 2016:208).

2.2 Dimensions of Entrepreneurial Strategic Orientation

1-orientation Social value

It means the tendency to share the organizational mission to enhance the welfare of others and the common good, create values, and contribute to enhancing social contribution (Cho *et al.*, 2022:4). The societal value orientation focuses on interdependence theory, which refers to individualism or cooperation in social exchange. It may be a fundamental concept that shapes individuals' behavior and attitudes across a wide range of different settings, including decision-making, cooperation, and problem-solving (Nweke *et al.*, 2021:734). While (Miles *et al.* 2013: 91-92) emphasized that the orientation toward societal values significantly affects social performance and is essential for achieving sustainable performance, (Cai 2020: 36) indicated that it represents a balance between people and their own interests in the context of the decision-making process. He divided the orientation toward societal values into pro-social and personal. Pro-social people are good at self-expression and can improve their ability to express themselves. On the personal level, it focuses only on the pursuit of personal experience.

2- Entrepreneurial orientation

Entrepreneurial orientation is a mindset that a person possesses and that is manifested in the organizational process, practice, or culture. With this mindset, these individuals will have the independence and determination to innovate, take calculated risks, and act proactively to grow the company. When an individual is able to act innovatively, they can generate new ideas and follow through on those ideas (Hadiyanto, 2023:3). (Mokaya 2012: 134-135) pointed out that it is the entrepreneurial mindset of an individual who can encourage his behavior to continue to innovate, be proactive, and take risks that lead to the process of renewal and organizational growth. This is what distinguishes organizations that aspire to achieve good performance through the continuous change of market dynamics. Organizations change and shape the environment and are willing to allocate resources to exploit uncertain opportunities. They explore new and innovative ideas that may lead to changes in the market and do so proactively ahead of the competition in anticipation of future demand. This type of modification and better shaping of the environment should have positive effects on the performance of the entrepreneurial organization (Hakala, 2015: 213). It is an organizational phenomenon that describes entrepreneurial behavior in organizations and explains the corporate mentality involved in pursuing new ventures by providing a useful framework for research into entrepreneurial activities.

3- Market orientation

It is a concept that allows companies to gain a competitive advantage and achieve high profits by quickly identifying changing customer needs and keeping an eye on competitors' movements (Cho *et al.*, 2022). It significantly impacts social and economic performance, and social organizations must compete with for-profit organizations in the same industry to gain a larger market share, as it is fundamentally required in organizational or management operations (Boehm *et al.*, 2011:138). Distinctive customer value is directly linked to superior performance and is a prerequisite for performance and competitive advantage. Market orientation stimulates organizational performance in the long term (Dutta *et al.*, 2016:313). (Chethamrongchai & Jermisittiparsert, 2020:349) emphasized that market orientation is a major source of competitive advantage and a critical factor in achieving organizational performance. Researchers (Sharma & Davcik, 2016: 5547) empirically evaluated market orientation and provided supporting evidence that it plays a critical role and significantly impacts organizational performance. (Lopez, 2018:186) explained that market orientation factors focus more on customer retention and less on customer acquisition, indicating that they have a lesser impact on a company's sales and a greater impact on its profits.

3. Service quality

3.1 The concept of Service quality

is a combination of two different words "service" and "quality". Service means "the activity or benefit that one party can provide to the other, which is basically intangible and does not lead to ownership of anything, while quality is "the most important strategic tool to maintain operational efficiency and better business performance". It is a very important factor in the service sector for the success of any business, as service quality helps maximize profit and customer satisfaction (Kanzariya & Shukla, 2022: 118). The concept of quality goes back to the Latin word that "means the nature of the thing and the level of solidity", and in the past it meant accuracy and mastery, as quality went through historical stages and crystallized through it and was Japanese in origin and at the beginning of the twentieth century and after that the idea spread in North America and Europe (Salwa & Al-Fali, 2021:9). Due to the change in the market and the emergence of the need to develop service industries, and the need to stimulate competition and obtain competitive advantages in the highly competitive market, researchers worked in the eighties of the last century to introduce And developing some models to measure service quality, as service quality literature depends on product quality literature (Brady & Cronin, 2001) and researchers and practitioners unanimously agree on the tremendous role of service quality in the organization's performance and its effective impact on customer satisfaction and well-being, as high-level service quality has positive and effective advantages in relation to products such as ease of use, increased productivity, and improved profitability (Ghotbabadi et al., 2015: 269).

3.2 The dimensions of Service quality

1. Reliability

(Kotler, 1997:465) defined reliability as the commitment and fulfillment of providing a service with a high degree of accuracy and reliability. While (Cronin & Taylor, 2012:55) see it as the ability of service providers to perform it effectively, and can be relied upon to achieve a balance for the customer between what he will pay and what he gets from the service. (Ramya et al., 2019:40) indicated that it means the promises of service organizations regarding delivery, provision of service, problem solving and pricing, as he wants to deal with those organizations that fulfill their promises, so it is an important element in the customer's perception of the quality of service and his loyalty, and therefore organizations must be aware of customer expectations regarding reliability. (Uppal et al., 2018:4) confirmed that it is the ability to perform the guaranteed service continuously and accurately. Others went on to say that it is the correct technical operation of the site and the accuracy of the service "delivering the order, and delivering product information on time", as reliability is a basic factor of satisfaction if the customer does not trust the organization (Jameel et al., 2018:4 al., 2021:4).

2-Responsiveness

It refers to the capabilities of the service provider organization in meeting the new desires and needs of customers, through the procedures and methods followed to provide high-quality services, and its ability to quickly deal with customer complaints, listen to their suggestions and work on implementing them. (Rad et al., 2010) believes that responsiveness means the timing of service provision, i.e. providing quick services to customers, setting appointments as soon as possible, and sending the request immediately to the customer so as not to form a false impression. When service providers increase the speed of service, it is likely to have a positive impact on their customers' satisfaction (Islam et al., 2016: 110).

3-Empathy

It means the care and diligence that the organization exerts to identify and recognize the needs and requirements of the customer and to accommodate them, and to adapt and adjust the service delivery process according to those desires. (Le Hoa et al., 2023:128) see that empathy shows the level of interest in the service for each customer individually. (Albeiro et al., 2009: 393) described empathy as "the process of perceiving, understanding, experiencing, and responding to the emotional state and thoughts of another person." (Legesse, 2017:18) stated that the empathy dimension represents "care, individual attention, accessibility, and ease of communication" and the effort expended in understanding the needs of customers, knowing the needs of customers and the individual attention that the organization provides to its customers, and is related to the organization's ability to understand the needs of customers and the ability to respond to them such as "identifying new customers and knowing their specific requirements (Parasuraman et al., 1985:41- 48).

4-Assurance

Are customer obtaining products and services free of risk, and instilling and gaining confidence in the customer that his choice of the organization was right. And freedom from danger or risk or uncertainty and physical safety, financial security, and confidentiality (Yarimoglu1,2014:83). And described (Alemu , 2023:18) employee courtesy and knowledge and the ability to transfer trust. (Parasuraman et al.,1985:41-50) sees it as representing the employee's knowledge, courtesy, and the ability to transfer knowledge and kindness of employees and their ability to spread trust and reassurance, i.e. employees must have the knowledge and skills necessary to serve customers in the best possible way and respect and consideration for them, and trustworthiness, credibility and honesty among employees.

5-Tangibility

The organization's capabilities are represented in providing all facilities and comforts to its customers, including seats, communication devices, and physical equipment (buildings), which must meet the customer's expectations in terms of their readiness to achieve the quality of services provided to the customer, and reflect the customer's feelings towards the service provided. Parasuraman et al., 1985 refers to the appearance of employees, physical facilities, tools or equipment used to deliver the service. The physical representation of the service such as signs, has been noted as one of the important dimensions of service quality to improve quality performance in the service industry. It is primarily related to the diversity of service features to meet customer expectations (Islam et al., 2016:110). (Ali et al., 2021:18) describes it as "the appearance of physical facilities, equipment, employees and communication materials". Physical appearance refers to the appearance of equipment, the appearance of employees, and the appearance of construction and renovation. Tangibility refers to the cleanliness and appropriateness of uniforms used by employees. Tangibility, among all the other five dimensions, is the most important element for the customer.

4.The practical side of the study

a. Descriptive analysis of sample responses

First: describing and diagnosing the dimensions of Entrepreneurial Strategic Orientation

1) Describe The first dimension: orientation Social value

By following up the results in Table (1), it became clear that the general average for the dimension of orientation towards societal value reached (4.56), and the standard deviation coefficient was (0.56), with a coefficient of variation of (12.32%), and a relative importance of (91.19%). This shows the interest of employees in the upper and middle managements at Zain Telecommunications Company in giving great priority to this dimension. Perhaps the importance of this dimension is due to the paragraph that contributed most to shaping this dimension, paragraph (2)(the company's management contributes to the development and stability of society), as it obtained an arithmetic average of (4.54), which indicates that employees see this contribution as very important. With a standard deviation of 0.57, this indicates good consensus among employees' opinions, as most agree on the importance of this contribution. The coefficient of variation (12.74%) indicates relative stability in opinions, which implies minimal variation. This paragraph also received a relative importance of 90.73%, indicating management's awareness of the importance of social responsibility. The least significant paragraph was paragraph (1) ("The company's management seeks to provide the products customers demand"), as it received an arithmetic mean of 4.56, a standard deviation of 0.60, a coefficient of variation of 13.31%, and a relative importance of 91.25%. From the above, the results indicate that Zain Telecommunications Company prioritizes social responsibility through community development, which reflects the management's comprehensive vision. In turn, it must enhance its efforts to meet customer needs and its commitment to achieving customer satisfaction. Figure (1) illustrates the distribution of the importance ranking of the coefficient of variation for the societal value orientation dimension.

Table (1) Statistical description outputs for the orientation Social value dimension

| Order of importance | Relative importance % | C.V | S.D | Men | Paragraph h |
|---------------------|-----------------------|---------------------|------|------|-------------|
| 3 | 91.25 | 13.31 | 0.60 | 4.56 | STCV1 |
| 1 | 90.73 | 12.74 | 0.57 | 4.54 | STCV2 |
| 2 | 91.61 | 13.21 | 0.60 | 4.58 | STCV3 |
| Definition | | | | | |
| 4.56 | | | Men | | |
| 0.56 | | S.D | | | |
| 12.32 | | C.V | | | |
| 91.19 | | Relative importance | | | |

2) Describe the Variety of Entrepreneurial orientation

It is clear from the results that the arithmetic mean of the entrepreneurial orientation dimension was (4.54), and the level of consistency in the answers was acceptable, which is reflected in the standard deviation value (0.57), and that the paragraphs were homogeneous based on the coefficient of variation, which amounted to (12.79%), which resulted in a relative importance of (90.78%). As for the paragraph that was the most positive in forming this dimension, it is paragraph (3) (the company has unique capabilities to promote its services in the local and regional markets), with an arithmetic mean of (4.52), a standard deviation of (0.61), a coefficient of variation of (13.61%), and a relative importance of (90.36%). While the least positive paragraph in shaping this dimension is paragraph (2) (the company's management encourages its employees to present new ideas for innovative change), as it obtained an arithmetic mean of (4.60), a standard deviation and a coefficient of variation of (0.69), (15.15%), respectively. This paragraph also obtained a relative importance of (91.98%). From the above, the results indicate that Zain Telecommunications Company gives high priority to the unique capabilities in promoting its services, as the company's management is keen to present and search for new ideas due to its belief in the importance of creativity in achieving excellence and leadership in its work, which reflects an effective marketing strategy, and with the necessity of encouraging its employees to present new ideas; in order to enhance the culture of innovative change, which may contribute to improving performance and competitiveness.

3) Describe the Variety Market orientation

The results indicate that the overall average for the market orientation dimension reached (4.42), and the level of consistency in the answers was acceptable, which is reflected in the standard deviation value of (0.73). The paragraphs were homogeneous based on the coefficient of variation percentage, which reached (16.75%), and the level of general agreement reached a relative importance of (88.38%). This shows the interest of employees in the upper and middle management at Zain Telecom Company in giving great priority to this dimension. Paragraph (2) (the company's management follows the market movement on a wide scale to search for new opportunities) had a positive impact on this dimension, as it obtained an arithmetic mean of (4.52), a standard deviation of (0.75), and a coefficient of variation of (16.85%). This indicates a greater variance in opinions, which means that some employees may see greater importance than others. This paragraph also obtained a relative importance of (90.42%), which indicates the management's awareness of the importance of adapting to market changes. While paragraph (3) came (surprised The company's management of its competing companies by entering new markets is fraught with risks) ranked last, as it obtained an arithmetic mean of (4.38), a standard deviation of (0.85), and a coefficient of variation of (19.52%), which indicates a noticeable difference in opinions. This paragraph also obtained a relative importance of (87.55%), which indicates that this paragraph is still important, but it is less in terms of priority. From the above, the results indicate that Zain Telecom gives high priority to monitoring market movements and searching for new opportunities, which reflects a proactive strategy in dealing with market changes. In contrast, there is a need to think about how to enter new markets in a thoughtful manner, as there seems to be a difference in opinions about the importance of this aspect, which may affect competitive strategies.

Second: Describing and diagnosing the dimensions of Service quality

This paragraph shows the statistical description of the service quality variable through interpreting and analyzing the results based on the arithmetic mean, standard deviation, coefficient of variation, and relative importance. In order to determine the order of importance, the order of the coefficient of variation for each paragraph and dimension belonging to this variable was relied upon as follows:

1) Description of Reliability

It is noted from the results that the general average of the reliability dimension was (3.25), and the paragraphs were consistent with the answers with a standard deviation of (0.42), and had acceptable homogeneity with a coefficient of variation of (13.10%), with a relative importance of (64.98%), and perhaps the importance of this dimension is due to (1) (the company's management provides services that add value to the customer), as it obtained an arithmetic mean of (3.27), which indicates that employees see this service as important, although the rate is still relatively low, and with a standard deviation of (0.49), and this indicates a good agreement between the opinions of employees about the importance of adding value to customers, as the variance is not large, and with a coefficient of variation of (15.17%), and this paragraph obtained a relative importance of (65.31%). While paragraph (5) (the company's management believes that the secret to success is excellence in working within an environment of uncertainty) came in last place, as it obtained an arithmetic mean of (3.22), which indicates that it is considered less important compared to In the first paragraph, with a standard deviation of (0.55), and a coefficient of variation of (17.23%), this indicates a significant difference in opinions, which reflects a lack of complete agreement among the workers about its importance. This paragraph also received a relative importance of (64.49%), indicating that this paragraph is considered the least important, which reflects a lack of consensus on the importance of excellence in an environment of uncertainty. From the above, the results indicate that Zain Telecommunications Company attaches importance to providing services that add value to the customer, which is a basic element in its strategy. However, the low rates in both paragraphs show the need to improve these aspects, especially with regard to understanding the importance of excellence in an unstable work environment, which requires working within an environment of uncertainty and searching for opportunities, even if they are high-risk, in order to excel and distinguish themselves.

2) Description of Responsiveness

The results show that the general average for this dimension was (3.27), and the standard deviation coefficient was (0.40), and the paragraphs were homogeneous based on the value of the coefficient of variation, which was (12.49%), and a relative importance of (65.41%), which shows the interest of employees in the upper and middle managements at Zain Telecommunications Company in giving high priority to this dimension, and that the most important paragraph and agreement was paragraph (1) (The company's management conducts continuous communications with its customers to know their current and potential requirements), with an arithmetic average of (3.24), and despite the importance of communications for employees, the rate is still relatively low, with a standard deviation of (0.48), and this indicates a good agreement between the opinions of employees, as the variance in opinions is not large, and the coefficient of variation is (14.94%), which means that most employees agree on the importance of these communications, and this paragraph received a relative importance of (64.90%). While paragraph (2) came (The company's management has the ability to respond quickly For customer requirements), it ranked last, as it obtained an arithmetic mean of (3.37), a standard deviation of (0.53), and a coefficient of variation of (15.84%), which indicates a noticeable difference in opinions, reflecting a complete lack of agreement between the two workers about the importance of this paragraph. It also obtained a relative importance of (67.35%). From the above, the results show that Zain Telecommunications Company attaches importance to conducting continuous communication with its customers, which is an essential element for understanding their needs. However, the low rate in both paragraphs shows the need to improve these aspects, especially with regard to the ability to respond quickly to customer requirements, which may affect customer satisfaction and loyalty.

3) Description of Empathy

The results show that the general average of the empathy dimension was (3.23), and the level of consistency in the answers was acceptable, which is reflected in the standard deviation value (390). The paragraphs were also

homogeneous based on the value of the coefficient of variation, which was (12.05%), which resulted in a relative importance of (64.57%). This shows the interest of employees in the upper and middle managements at Zain Telecommunications Company in giving high priority to this dimension. Perhaps the importance of this dimension is due to paragraph (5), which indicates (the company's management provides a suitable environment and appropriate working conditions in order to enhance the loyalty of its employees), as it obtained an arithmetic average of (3.20), with a standard deviation of (0.41), and this indicates good agreement among the opinions of employees, as the variation in opinions is not large, and the coefficient of variation is (12.84%), and this indicates relative stability in opinions, which means that most employees agree on the importance of providing this environment. This paragraph also obtained a relative importance of (64.08%), and this paragraph reflects its importance, but it is not a top priority. Also, the lower paragraph, paragraph (1), which indicates (the company's management meets all the needs of its employees in a manner that does not conflict with its policies and objectives) with an arithmetic mean of (3.22), which indicates that it is considered less important compared to paragraph (5), and with a standard deviation and a coefficient of variation of (0.55), (17.23%), respectively, and this indicates that there is a greater variance in opinions about this paragraph, which means that some employees see it as less important, and this obtained a relative importance of (64.49%). From the above, the results indicate that Zain Telecommunications Company attaches importance to providing a suitable work environment to enhance employee loyalty, which reflects the management's awareness of the importance of job satisfaction. However, the low rate in both paragraphs shows the need to improve these aspects, especially with regard to meeting employee needs, which may affect the level of morale and commitment within the company.

4) Description of Assurance

The results showed that the general average for this dimension was (3.27), and the results of the standard deviation and the coefficient of variation indicated that there is harmony and homogeneity in the answers related to this dimension, as it recorded a reading of (0.38), (11.75%) respectively, with a relative importance of (65.31%). This dimension was positively enriched by paragraph (1) (the company's management works to instill confidence in customers towards its services), as it obtained an arithmetic average of (3.27), with a standard deviation and coefficient of variation of (0.45), (13.80%) respectively, with a relative importance of (65.31%). This indicates a good agreement between the opinions of the employees, as the variation in opinions is not large, and most employees agree on the importance of instilling confidence. While paragraph (2) (the company's management is interested in making customers feel safe in their dealings with it) came in last place as it obtained an arithmetic mean of (3.35), a standard deviation of (0.52), and a coefficient of variation of (15.77%), which indicates that there is a greater variation in opinions about this paragraph, which means that some employees see it as less important. This paragraph also obtained a relative importance of (66.94%), which indicates that this paragraph is considered important, but it is the least important of the two paragraphs. From the above, the results indicate that Zain Telecommunications Company attaches importance to instilling confidence in customers towards its services, which reflects the management's commitment to improving the company's market share. And the need to enhance the company's efforts to ensure that customers feel safe towards it, in a way that serves both the company and the customer, to increase customer satisfaction and loyalty.

5) Description of Tangibility

It is noted from the results that the general average for this dimension reached (3.31), and the level of consistency in the answers is acceptable, which is reflected in the standard deviation value (0.39), and the paragraphs were homogeneous based on the value of the coefficient of variation, which reached (11.91%), with a relative importance of (66.22%). The most important and agreed paragraph is paragraph (1), which indicates (the company has advanced, high-precision equipment, which enables it to provide better service than competitors), with an arithmetic mean of (3.35), a standard deviation of (0.48), and a coefficient of variation of (14.51%), with a relative importance of (66.94%). The lowest paragraph is paragraph (4) (the company's management has modern technologies that are characterized by rapid response to activate its activities and achieve a competitive advantage for it), as it obtained an arithmetic mean of (3.29), a standard deviation of (0.50), and a coefficient of variation of (15.53%), with a relative importance of (65.71%). From the above, the

results explain that the percentage of interest that this dimension received came through the company management's interest and emphasis on the need to provide advanced equipment to improve its services compared to competitors, reflecting the management's commitment to the quality of its services it provides to its customers. And enhancing the use of modern technologies to ensure rapid response, in response to market movement and requirements to achieve a greater competitive advantage.

b. Impact relationship analysis

The significance of the effect is determined by relying on the Calculated (F) value and comparing it to its tabulated value, in addition to the significance level (P), which must be smaller than the permissible error of (0.05), as follows:

The main hypothesis: There is a statistically significant effect of the entrepreneurial strategic orientation in its dimensions on the quality of service in its dimensions. The data in Table (2) and the data shown in Figure (2) reflect the existence of a significant influence relationship of the strategic entrepreneurial orientation with its dimensions on the quality of service in general, as the increase of one unit in the strategic entrepreneurial orientation leads to an improvement in the quality of service by (0.857) with a standard error rate equal to (0.042) and a critical value of (20.405). The strategic entrepreneurial orientation also contributed to explaining (0.712) of the amount of variance in the quality of service, while the remaining value is due to factors not included in the study. This was accompanied by a calculated comparative value (F) of (944.817) as it was greater than its tabular value under a significance level of (0.05). This indicates one of the intellectual axioms adopted in the fields of entrepreneurial work, which confirms that identifying and seizing opportunities requires maximizing entrepreneurial opportunities and enhancing competitive advantage, as the company's management must provide its customers with products of superior value, and enhance the quality of its services compared to its competitors, and that It constantly adapts its business system to changing environmental factors and market opportunities. The above results demonstrate that the tenth main hypothesis is generally correct.

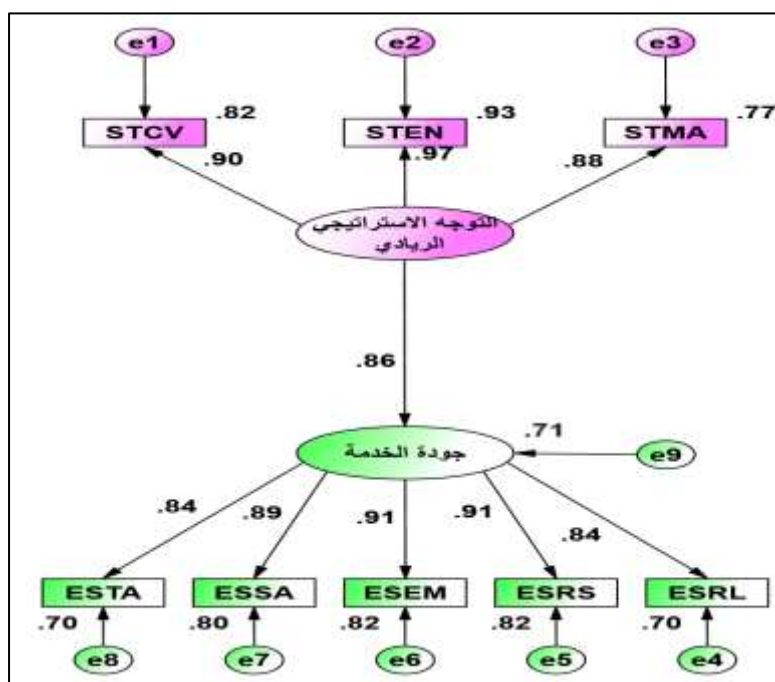


Figure (2) Structural model of the impact of strategic entrepreneurial orientation and its dimensions on service quality and its dimensions

Source: Prepared by the researcher based on the outputs of the AMOS.V.29 program.

Table (2) shows the results of the analysis of the impact of the entrepreneurial strategic orientation on service quality in its dimensions.

| Path | Standard weight | Standard error | critical value | Interpretation factor | probability |
|------|-----------------|----------------|----------------|-----------------------|-------------|
|------|-----------------|----------------|----------------|-----------------------|-------------|

| | | | | | | | |
|---------------------------------------|---|-----------------|-------|-------|--------|-------|-------|
| entrepreneurial strategic orientation | ↔ | Service quality | 0.857 | 0.042 | 20.405 | 0.712 | 0.001 |
|---------------------------------------|---|-----------------|-------|-------|--------|-------|-------|

Source: Prepared by the researcher based on the outputs of the AMOS.V.29 program.

5.CONCLUSIONS

1.The results confirmed that the analysis dimension receives a level of interest from the study sample, and the high level of interest in this dimension came as a result of the company's possession of the necessary capabilities to analyze the factors affecting the delay and failure of services, according to the quality standards that the company seeks to achieve and make them among its priorities and future plans and in line with the requirements of change, which reflects its awareness of the importance of improving methods of monitoring the causes of failure, and working to develop and provide new services to meet the needs and desires of customers according to market studies and requirements.

2.The results show a high level of interest of the management of the study sample company in enhancing the quality of service in general, and that this interest arises from its interest in the safety dimension in the first place. This is due to the sample studied realizing the importance of safety by enhancing customer confidence, motivating employees, and developing their capabilities in order to provide new services that meet the customer's renewed desires and contribute to activating the company's work and activities. As for the tangibility dimension, it came in second place, as the company emphasizes the need to provide advanced equipment to improve its services compared to competitors, reflecting the management's commitment to the quality of the services it provides to its customers, and enhancing the use of modern technologies to ensure rapid response to market movement and requirements to achieve a greater competitive advantage compared to competitors.

3. The results showed that Zain Iraq Telecom prioritizes community value through community development and stability, reflecting the management's comprehensive vision and commitment to social responsibility.

4. The analysis results show that there are significant correlations between the strategic entrepreneurial orientation and service quality, as it represents the highest correlation value. This explains the company's management's efforts to improve its operations, to remain competitive in the market, to accelerate improvements in the service product, reduce waste and enhance competitiveness.

6.Recommendations

1.The company should pay special attention to improving and clarifying the identification of stakeholders, as it is an important area that can contribute to enhancing transparency and effective communication. Therefore, it requires developing a framework that clearly defines the roles and responsibilities of stakeholders, which enhances the effectiveness of the strategy to improve the customer experience and ensures the achievement of common goals.

2.Directing attention and devoting efforts to the issue of improving methods of evaluating employee performance, and paying serious attention to providing specialized development courses for employees without focusing them on specific categories, and taking into account the development proposals submitted by employees and investing in their initiatives and working to implement them as they did not receive the necessary importance.

3.The company's management should focus on improving monitoring methods that identify the causes of failure. This requires developing effective mechanisms and techniques to collect and analyze data, which helps reduce the disparity in opinions about the causes of failure and enhances the effectiveness of the procedures followed to achieve a rapid response to challenges.

4.Company management must ensure that it enhances its efforts to develop and improve the services provided. This requires prioritizing the collection and periodic analysis of customer feedback to ensure that services are aligned with their changing needs. This enhances the company's ability to adapt to changes in customer tastes and strengthens the bonds of trust and cooperation with them.

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