

THE ROLE OF PIONEERING QUALITY IN ACHIEVING SUSTAINABLE MARKETING AN ANALYTICAL STUDY IN AL WAHA SOFT DRINKS AND MINERAL WATER COMPANY

ABSTRACT: The current study examines the role of entrepreneurial quality through its key dimensions, which include ambition, innovation, cooperation, and proactive orientation, within the context of sustainable marketing, defined across economic, environmental, and social dimensions. The research problem centres on clarifying the relevance of these variables to provide practical and field-specific insights. The significance of this study lies in its potential to guide business organisations in adopting entrepreneurial quality as a strategic approach. A descriptive methodology combined with data analysis and interpretation was employed. The study sampled 100 respondents, comprising department and divisional managers from Al-Waha Company for Soft Drinks and Mineral Water. Data were collected through a questionnaire and analysed using appropriate statistical methods. These included measures of reliability and normal distribution (Cronbach’s Alpha), along with statistical tools such as the weighted arithmetic mean (multiplied by 20%), standard deviation, coefficient of variation, and simple correlation coefficient. The findings indicated a positive and significant relationship between the various dimensions of entrepreneurial quality and sustainable marketing. This relationship underscores the need for Al-Waha Company in Babil Governorate to intensify efforts in adopting and promoting entrepreneurial quality dimensions to enhance its sustainable marketing practices.

Keywords: Entrepreneurial Quality, Sustainable Marketing, Environmental Dimension, Economic Dimension, Social Dimension, Al Waha Soft Drinks and Mineral Wate.

1. Introduction

The global soft drinks market has been experiencing significant growth worldwide (Baranidharan et al., 2024). In 2023, the global market size was valued at USD 216.8 billion, with projections suggesting a compound annual grow th rate (CAGR) of 5.02% from 2025 to 2029, potentially reaching a market volume of USD 711.30 billion by 2029. This rapid growth has intensified competition among various sectors within the soft drinks industry (Islam et al., 2025). The market operates under a two-tiered structure, where a limited number of nationwide syrup producers grant exclusive territorial franchises to local bottlers. These bottlers serve as the sole distributors of trademarked products within designated geographic regions. As competition intensifies in the global market (Cho, 2024), businesses are increasingly adopting modern approaches to enhance product quality. In this context, the implementation of pioneering quality strategies plays a crucial role in achieving sustainable competitive advantages. Such strategies are instrumental in fostering sustainable marketing practices, which have become integral to business activities due to the rising competitive pressures (Atshan et al., 2025; Georgakellos, Agoraki, & Fousteris, 2024; White et al., 2025). Sustainable marketing represents a purpose-driven approach that aligns business objectives with

long-term environmental and societal goals, positioning the soft drink industry to contribute to a sustainable future. By promoting awareness and accountability, sustainable marketing encourages brands to prioritise environmentally and socially responsible practices.

Al-Waha Sof t Drinks and Mineral Water faces significant challenges in aligning its marketing strategies with sustainability objectives while maintaining its competitiveness in the beverage sector (Majeed et al., 2023). Currently, the company heavily relies on single-use plastic bottles for product packaging, a practice that contributes to environmental pollution and undermines the brand’s eco-conscious image. Despite efforts to position its products as premium and refreshing, growing consumer demand for environmentally friendly practices necessitates a shift toward sustainable packaging solutions. Addressing this issue requires adaptations in cost management, branding, customer engagement, and operations to support sustainable marketing in an increasingly competitive industry. The present study aimed to address these challenges through the following research objectives:

1. To assess the current state and adoption levels of the study variables—entrepreneurial quality and sustainable marketing.

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THE ROLE OF PIONEERING QUALITY IN ACHIEVING SUSTAINABLE MARKETING AN ANALYTICAL STUDY IN AL WAHA SOFT DRINKS AND MINERAL WATER COMPANY

2. To evaluate the availability and impact of entrepreneurial quality on the environmental, economic, and social dimensions of sustainable marketing.
3. To explore the relationship between entrepreneurial quality and sustainable marketing.
4. To determine the influence of entrepreneurial quality dimensions on sustainable marketing outcomes.

This study is among the recent research efforts exploring the intersection of pioneering quality and its impact on sustainable marketing. It highlights the importance of entrepreneurial quality in enhancing sustainable marketing practices, thereby attracting the attention of policymakers and business leaders. Moreover, the findings are expected to assist business organisations, including Al-Waha, in developing comprehensive plans to achieve sustainable marketing goals while remaining competitive in the evolving marketplace.

2. Literature Review

2.1. Entrepreneurial Quality

Numerous researchers have explored the concept of entrepreneurial quality (Bichler, Kallmuenzer, & Peters, 2020; Chienwattanasook & Jermisittiparsert, 2019; Mariyono, Maskuri, & Ghony, 2025; Mendes & Dias, 2018). Some argue that entrepreneurial quality encompasses the competencies and skills entrepreneurs utilise to achieve success and develop value-added projects. These characteristics and abilities are often understood in relation to the interplay between institutional structures and the outcomes associated with entrepreneurial quality. In this context, formal and informal interventions at the team level are crucial, as they focus on improving social and organisational relationships, clarifying roles, and addressing challenges related to tasks and interpersonal dynamics that impact team performance. Strengthening relationships, defining roles clearly, and employing problem-solving strategies are vital for achieving these goals (Klein et al., 2009; Strough et al., 2003).

Entrepreneurial culture plays a pivotal role in various industries (El Omari, Erramdani, & Hajbi, 2017), particularly in achieving higher levels of quality. Entrepreneurial quality is not a fixed attribute but rather a dynamic and multidimensional construct influenced by internal and external factors affecting the organisation or shaped by customers' unique needs (Beaujean, Kristes, & Schmitt, 2008; Dubey et al., 2020). It is essential to consider the different

levels at which entrepreneurship operates: individual, organisational, and national. At the organisational level, entrepreneurship often manifests as entrepreneurial orientation, a concept originating from strategic research. This orientation has demonstrated substantial potential for enhancing organisational performance (Lee, Lee, & Pennings, 2001).

Entrepreneurial quality is closely linked to achieving optimal service quality by providing exceptional offerings that attract customers and foster strong relationships with them. This underscores the importance of introducing innovative and distinctive products and services to enhance customer engagement. Entrepreneurial quality reflects the extent to which principles of total quality management are applied to ensure sustainable entrepreneurial success (Chowdhury, Audretsch, & Belitski, 2019). The concept integrates innovation and excellence in product delivery with a commitment to achieving both external and internal customer satisfaction while continuously improving performance. Thus, entrepreneurial quality can be regarded as the intellectual framework through which entrepreneurs leverage the dimensions of total quality to establish a sustainable competitive advantage at the organisational and national levels, thereby securing a lasting market presence.

2.1.1. The Importance of Entrepreneurial Quality

Many researchers have highlighted the significance of entrepreneurial quality, particularly in equipping entrepreneurs to navigate rapid market changes. Its importance is evident in several areas. Firstly, entrepreneurial quality plays a critical role in achieving customer satisfaction by delivering high-quality products that address customer needs and foster loyalty. Secondly, it enhances competition by enabling organisations to distinguish themselves in the business market and surpass their competitors. Thirdly, it contributes to workforce efficiency by minimising errors and optimising production processes. Moreover, entrepreneurial quality fosters innovation by encouraging creativity among employees, leading to the development of new and inventive solutions. Lastly, it supports sustainable market growth by building a strong market reputation and facilitating long-term success. It is essential to predict entrepreneurial quality (Guzman & Stern, 2020) and assess its performance through real-time prediction methods. Such innovative approaches provide a deeper understanding of the dynamics of entrepreneurship, both temporally and spatially, offering valuable insights for strategic decision-making and long-term planning.

2.1.2. Dimensions of Entrepreneurial Quality

The dimensions of entrepreneurial quality can be delineated through a series of factors or characteristics that shape the prominence of entrepreneurship and its contribution to economic growth (Lv, Rodríguez-García, & Sendra-García, 2021). These dimensions include ambition, innovation, strategic vision, calculated risk-taking, adaptability, and efficient resource management. A detailed explanation of these dimensions is as follows:

1. **Ambition:** Ambition refers to a sustained drive to achieve objectives and attain desired outcomes. It serves as a motivational force that helps individuals overcome obstacles and challenges while seizing opportunities to excel in sustainable marketing. Ambition drives personal and organisational growth, enabling individuals to envision a progressive future for themselves and their workplace (Stam et al., 2012). Importantly, ambition extends beyond organisational objectives to encompass personal and societal goals, making it an integral element in fostering a meaningful and productive life.
2. **Innovation:** Innovation is the process of generating novel ideas, methods, products, or services that lead to transformative changes in existing strategies and practices (Celtekliligil & Adiguzel, 2019; Tajpour et al., 2024). As a cornerstone of economic progress, innovation promotes economic, social, and political development, establishing a sustainable competitive advantage. Key aspects of innovation include creativity and idea generation, problem-solving, implementation and investigation, and leveraging modern technology. Innovation encourages brainstorming, refines ideas into tangible solutions, and enhances operational efficiency through advanced tools and techniques.
3. **Cooperation:** Cooperation refers to collaborative efforts among individuals aimed at achieving a shared objective or resolving specific challenges (Rossoni, de Vasconcellos, & de Castilho Rossoni, 2024). It enhances productivity and is essential across scientific, practical, economic, social, political, and intellectual domains. Effective cooperation is built upon clear goals, open communication, motivation, flexibility, commitment, and shared responsibility between workers and management. It facilitates task distribution based on individual skills and experiences, fosters professional and social connections, and enables workers to acquire new skills that enhance personal development.
4. **Sustainable or Proactive Orientation:** Sustainable or proactive orientation involves anticipating future

opportunities and threats and taking pre-emptive measures to address them (Bapoo et al., 2022; Frare & Beuren, 2022). This strategic approach forms the foundation of success in business organisations, driving sustainable marketing practices. Key elements of proactive orientation include predictive capabilities, early decision-making, innovation-focused strategies, and risk management. Entrepreneurial quality underpins superior performance, supported by leadership commitment and strategic education initiatives. By fostering proactive orientation, organisations can achieve sustainable development in both economic and market domains, ultimately realising sustainable marketing objectives.

These dimensions collectively underscore the role of entrepreneurial quality as a vital framework for achieving organisational excellence, economic growth, and long-term success in a competitive market environment.

2.1. Sustainable Marketing

Sustainable marketing refers to the promotion of environmentally and socially responsible products, practices, and brand values (Bambang et al., 2021). It emphasises the optimal utilisation of organisational resources to deliver high-value offerings to customers and stakeholders, while considering long-term environmental and social dimensions. The concept of sustainable marketing underscores its significance in enabling organisations to reap multiple benefits, such as attaining competitive leadership or dominating the market, particularly in a context where environmental concerns increasingly influence market dynamics. By adopting sustainable marketing principles, organisations position themselves as leaders in addressing customer demands while supporting economic, social, and environmental preservation (Nozari, Szmelter-Jarosz, & Ghahremani-Nahr, 2021; Ozuem & Ranfagni, 2023). Central to sustainable marketing is the principle of responsible profitability, which aligns business success with consumer behaviour and consumption patterns. A critical component involves the organisation's commitment to implementing environmentally friendly, socially responsible, and economically sustainable trade practices.

These practices meet consumer needs while fostering enduring relationships, as valuable firms are those capable of generating worth through the products and services they provide. Sustainable marketing entails promoting offerings and activities that do not harm the environment, employees, or communities where the organisation operates (Na, Kang, & Jeong, 2019;

Pandey, 2019). Sustainable marketing represents a dual shift in focus: from consumption to sustainability and from a free-market approach to one that incorporates active policy intervention (Sheth & Parvatiyar, 2021). It is a strategy through which organisations achieve their objectives, including profitability (economic dimension), societal welfare (social dimension), and environmental preservation (environmental dimension). By integrating and balancing these goals, sustainable marketing addresses sustainable development challenges while fulfilling the needs and desires of current and future generations. This integrative approach ensures that sustainable marketing not only drives organisational success but also contributes to broader societal and environmental wellbeing.

2.2.1. The Importance of Sustainable Marketing

Sustainable marketing enhances customer value by generating both environmental and social benefits. It fosters the development and maintenance of strong relationships with customers, the broader social environment, and the natural ecosystem. Balancing environmental, social, and economic considerations is fundamental to achieving business success (González-Rodríguez, Díaz-Fernández, & Simonetti, 2015; Svensson & Wagner, 2015). By adopting sustainable marketing practices, organisations can position themselves at the pinnacle of the competitive landscape, securing market leadership. Sustainable marketing prioritises safety in product provision and operational management by focusing on the production of safe and environmentally friendly goods. This approach emphasises creating products that safeguard both consumers and the environment, with a particular focus on practices such as recycling. Additionally, sustainable marketing actively supports the conservation of natural resources, contributing to long-term environmental sustainability. Through these strategies, businesses not only achieve competitive advantages but also align their operations with the principles of ecological and social responsibility.

2.2.2. Dimensions of Sustainable Marketing

Sustainable marketing encompasses three key dimensions: economic, social, and environmental sustainability (Kong, Witmaier, & Ko, 2021). The first dimension, economic sustainability, refers to an organisation's ability to consistently generate adequate cash flows to meet shareholder expectations and ensure long-term viability. In the face of a rapidly evolving environment, organisations must adapt to these changes by continuously innovating and refining their products

and services to remain competitive. Sustained growth requires organisations to plan and implement innovation as a core strategy to achieve profitability, maintain competitiveness, and ensure market sustainability (Cheah & Ho, 2021; Ghosh, 2015; Liang, Shu, & Farh, 2019). Innovation, in this context, involves developing novel approaches to deliver added value to customers while addressing their changing needs and preferences and integrating technological advancements. By aligning their strategies with these principles, organisations can secure a sustainable position in the market (Alroaia et al., 2018; Cao & Zhao, 2013; Celtekliligil & Adiguzel, 2019). The contemporary business landscape is shaped by numerous dynamic factors, making it imperative for companies to evolve and innovate continually. As a result, organisations strive to achieve profitable growth, maintain competitive advantages, and secure sustainability in the marketplace. These dimensions are illustrated in Figure 1, which highlights the interconnected nature of economic, social, and environmental aspects in sustainable marketing practices.

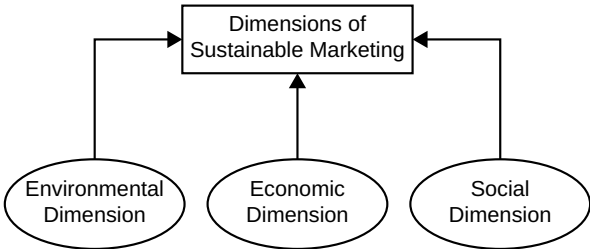


Figure 1: Dimensions of Sustainable Marketing. Source: Prepared by researchers.

Environmental sustainability, the second factor of sustainable marketing, prioritises strategies and measures to minimise organisational environmental effect (Lim, 2022). A complete product life cycle review includes manufacturing, consumption, and disposal. Responsible resource usage, energy efficiency, emission reduction, waste management, sustainable packaging, and distribution are important. Beyond the point of sale, organisations must address their long-term environmental impacts (Tao et al., 2024). The third factor, social sustainability, ensures that marketing decisions meet customer requirements, organisational aims, and societal welfare (Allam et al., 2022). This factor stresses a move from traditional marketing to social change models. Marketing should prioritise sustainable and meaningful social development to solve social problems. This strategy emphasises marketing's position as a community development agent by highlighting its long-term social advantages.

2.3. Hypotheses Development

The research hypotheses included two main hypotheses. The first main hypothesis (there is a significant correlation between entrepreneurial quality in its dimensions and sustainable marketing) and four sub-hypotheses emerged from it, which include:

- Hypothesis 1a: Ambition has a positive relationship with sustainable marketing
- Hypothesis 1b: Innovation has a positive relationship with marketing Sustainable
- Hypothesis 1c: Cooperation has a positive relationship with sustainable marketing
- Hypothesis 1d: Proactive guidance has a healthy relationship with sustainable marketing

The second main hypothesis (there is a significant correlation between entrepreneurial quality in its dimensions and sustainable marketing) and four sub-hypotheses emerged from it, which include:

- Hypothesis 2a. There is a major positive relationship between ambition and sustainable marketing.
- Hypothesis 2b. There is a major positive relationship between innovation and sustainable marketing.
- Hypothesis 2c. There is a major positive relationship between cooperation and sustainable marketing.
- Hypothesis 2d. There is a major positive relationship bet

ween proactive guidance and sustainable marketing.

3. Methodology

The stability of a measurement scale refers to its ability to consistently produce the same results without significant variation when applied repeatedly to identical samples. A scale is deemed stable if it reliably generates similar outcomes over multiple instances. Sekaran and Bougie (2013) explain that a Cronbach's Alpha value below 0.60 indicates unreliability. Values above 0.70 are generally considered acceptable, while coeffi- cients of 0.80 or higher reflect a high level of reliability. Validity, on the other hand, determines whether a scale accurately measures the intended phenomenon, avoiding irrelevant factors unrelated to the study's fo- cus (Bryman & Bell, 2003; Sreejesh, Mohapatra, & Anusree, 2014). Validity can be assessed through several approaches. One such method is content validity, which is evaluated subjectively based on the clarity and comprehensiveness of the terms and vari- ables as defined by the researcher, relying on the available data about the subject (Cooper & Schindler, 2001, 2007). Technically, validity is often expressed as the square root of the reliability coefficient. Table 1 provides the reliability and validity coefficients for the dimensions of the entrepreneurial quality variable.

Table 1: Reliability and Validity.

Sr. No.	Dimensions	Cronbach's Alpha	Validity	Number of Paragraphs
1	Ambition	0.832	0.921	5
2	Innovation	0.752	0.881	5
3	Collaboration	0.781	0.878	5
4	Proactiveness	0.801	0.892	5
Entrepreneurial Quality		0.791	0.893	20

Source: SPSS V.27 Program Outputs.

All the coefficients from Table 1 with respect to stability and validity for the entrepreneurial quality variable in its different dimensions lie within statistically acceptable bounds; this implies that the scale used in measuring the research paragraphs is of high stability and that the

researchers can use the results that will be obtained to make a sound decision. Table 2 shows the stability and validity coefficient values for the dimensions of the sustainable marketing variable.

Table 2: Stability and Validity Coefficient Values for the Dimensions of the Sustainable Marketing Variable.

Sr. No.	Dimensions	Dimensions	Validity	Number of Paragraphs
1	Economic Dimension	Economic Dimension	0.874	5
2	Environmental Dimension	Environmental Dimension	0.881	5
3	Social Dimension	Social Dimension	0.854	5
Sustainable Marketing		Sustainable Marketing	Sustainable Marketing	15

Source: SPSS V.27 program outputs

The statistical analysis of the sustainable marketing variable demonstrates that all its dimensions exhibit

statistically acceptable coefficients of stability and validity (Table 2). This signifies that the scale employed

for measuring these dimensions is highly reliable, enabling researchers to derive conclusions with confidence. The robust reliability ensures that the data collected through this scale are both consistent and appropriate for informed decision-making. Furthermore, the data collection tool was subjected to comprehensive validity and reliability checks via stability tests, confirming its capacity to yield consistent outcomes. These checks were particularly crucial in ensuring that the data conformed to the normal distribution assumption, as this was a prerequisite for utilizing parametric statistical tests in hypothesis evaluation.

The importance of this normality test lies in its implications for the reliability of the results. Using parametric tests on data that deviate from normality can compromise the validity of the analysis. To address this, the researchers adhered to a cautious approach, consistent with guidance from Field (2009), ensuring that their results would remain trustworthy and reflective of true relationships within the data. Ultimately, the stability

and validity of the scales used, coupled with adherence to statistical assumptions, underpin the robustness of the study's findings and affirm the suitability of parametric tools for the research analysis. The questionnaire data were tested for normality with the Kolmogorov-Smirnov test. For samples larger than 35 people, the Value of the test can be obtained using the following formula:

D = 1.22 / sqrt(n)

The research sample is 100 people, hence D's standard value is 1.12. A normally distributed data set with a Kolmogorov-Smirnov statistic greater than D at a 1% significance level can be analysed using parametric analytical tools to determine the results. If data does not follow a normal distribution, researchers will employ non-parametric methods from Table 3. Table 3 shows that the independent variable (entrepreneurial quality) at the sub-level and overall level is normally distributed, allowing parametric analysis

Table 3: Normality Test of Data for the Independent Variable Entrepreneurial Quality.

Sr. No.	Dimensions	Dimensions	Standard D value	Comparison	Resolution
1	Ambition	Ambition	0.09	Calculated is Greater than Standard	Naturally Distributed
2	Innovation	Innovation	0.09	Calculated is Greater than Standard	Naturally Distributed
3	Collaboration	Collaboration	0.09	Calculated is Greater than Standard	Naturally Distributed
4	Proactiveness	Proactiveness	0.09	Calculated is Greater than Standard	Naturally Distributed
Entrepreneurial Quality		Entrepreneurial Quality	Entrepreneurial Quality	Calculated is Greater than Standard	Naturally Distributed

Source: Outputs of the program SPSS V.27

Table 4 shows that the results of the normality test indicate the data for the dependent variable (sustainable marketing) is normally distributed, both

at the individual dimensions and the collective level. Therefore, parametric methods would be deemed appropriate for the analysis.

Table 4: Testing Normal Distribution of Data for the Dependent Variable, Sustainable Marketing.

no	Dimension	Kolmogorov Smirnov	Standard D Value	Comparison	Resolution
1	Economic Dimension	0.17	0.09	Calculated is Greater than Standard	Naturally Distributed
2	Environmental Dimension	0.19	0.09	Calculated is Greater than Standard	Naturally Distributed
3	Social Dimension	0.16	0.09	C Calculated is Greater than Standard	Naturally Distributed
Sustainable Marketing		0.20	0.09	Calculated is Greater than Standard	Naturally Distributed

Source: SPSS V.27 program outputs

4. Data Analysis

Section-by-section analysis and discussion of questionnaire respondent reactions follows. For each research variable, weighted arithmetic means, relative relevance, standard deviations, and coefficients of vvariation are assessed. A five-point Likert scale was used to reclassify average scores, indicating reaction magnitude from “strongly agree” to “strongly disagree”.

For five groups, the breadth (distance between two values: 5–1=45 - 1 = 4) was divided by the number of groups (five), resulting in an interval of 0.80. The response groups were computed by adding 0.80 to the lowest value (1) or subtracting 0.80 from the highest value (5). Table 5 shows weighted averages and response levels.

Table 5: Weighted Arithmetic Means and the Levels of Response.

Weighted Average	Answer Level
1 to 1.80	Very Low
1.81 to 2.60	Low
2.61 to 3.40	Moderate
3.41 to 4.20	High
4.21 to 5	Very High

Source: Dewberry (2004): Statistical methods for organizational research: Theory and practice

Table 5 provides the values of the weighted arithmetic means, relative importance, and calculated standard deviations for the study variables. Entrepreneurial quality attained a mean of 3.41, placing it in the “high” category, with a relative importance of 71% and a standard deviation of 1.03, as illustrated in Table 6.

This result reflects the extent to which the variable is integrated across its dimensions within Al-Waha Company, the research sample. It further indicates a clear understanding and awareness of entrepreneurial quality among the company's members.

Table 6: Descriptive Statistics for the Entrepreneurial Quality Variable n=100.

Dimensions	Weighted Arithmetic Mean	Standard Deviation	Relative Importance%	Answer Level
Ambition	3.24	1.01	65	Moderate
Innovation	3.89	1.08	78	High
Collaboration	3.39	0.99	68	High
Proactiveness	3.15	1.01	63	Moderate
Leadership Quality (X)	3.41	1.03	71	High

Source: SPSS V.27 program outputs

Examining the details of the variable's dimensions in Table 6, the level of interest among the research sample members in the entrepreneurial quality dimensions is further analyzed as follows:

1- Ambition
Weighted Arithmetic Mean: 3.24 (“moderate” category)
Relative Importance: 65%
Standard Deviation: 1.01

Standard Deviation: 0.99

The results highlight a strong sense of collaboration and collective effort aimed at achieving common goals or solving specific problems.

4-Proactive Orientation
Weighted Arithmetic Mean: 3.15 (“moderate” category)
Relative Importance: 63%
Standard Deviation: 1.01

These results suggest that the employees of Al-Waha Company exhibit a sustained desire to achieve goals and reach their intended objectives.

2-Innovation
Weighted Arithmetic Mean: 3.89 (“high” category)
Relative Importance: 78%
Standard Deviation: 1.08

These findings reveal the presence of foresight within the company, enabling it to anticipate future opportunities and threats before they arise. This reflects the availability of proactive orientation within the research sample company. The responses relating to the second variable, sustainable marketing, were analysed by evaluating its three dimensions. Table (7) presents the weighted arithmetic means, relative importance, and standard deviations for these dimensions, offering detailed insights into the research sample's perceptions and responses.

This indicates that the management and employees demonstrate significant ability to generate ideas and implement changes, leading to major renewals or radical transformations in existing plans.

3-Cooperation
Weighted Arithmetic Mean: 3.39 (“high” category)
Relative Importance: 68%

The results in Table 7 reveal that the variable sustainable marketing achieved a weighted arithmetic mean of 3.33, placing it within the “high” category. Its relative importance reached 70%, with a standard deviation of

THE ROLE OF PIONEERING QUALITY IN ACHIEVING SUSTAINABLE MARKETING AN ANALYTICAL STUDY IN AL WAHA SOFT DRINKS AND MINERAL WATER COMPANY

0.92. These results indicate that sustainable marketing is well-represented across its dimensions within Al-Waha Company, demonstrating a clear understanding and awareness among the research sample members.

Table 7: Descriptive Statistics for the Sustainable Marketing Variable n=100.

Dimensions	Weighted Arithmetic Mean	Standard Deviation	Relative Importance%	Answer Level
Economic Dimension	3.49	0.97	63	High
Environmental Dimension	3.28	1.01	64	Moderate
Social Dimension	3.24	0.97	61	Moderate
Sustainable Marketing (Y)	3.33	0.92	70	High

Source: SPSS V.27 program outputs

Upon further analysis of Table 7 to assess the interest of the sample members in the dimensions of sustainable marketing, the following observations are made:

- 1- The economic Dimension
Weighted Arithmetic Mean: 3.49 (“high” category)
Relative Importance: 63%
Standard Deviation: 0.97

This dimension is prominently present in Al-Waha Company, indicating noticeable attention to economic aspects.

- 2- Environmental Dimension
Weighted Arithmetic Mean: 3.28 (“moderate” category)
Relative Importance: 64%
Standard Deviation: 1.01

These findings suggest that the environmental dimension is moderately available in the company under study

- 3- Social Dimension

The social dimension attained a weighted arithmetic mean of (3.24), indicating a classification within the (moderate) category, with a relative importance of (61%) and a standard deviation value of (0.97). This demonstrates the presence of this dimension in Al Waha Company, which represents the research sample.

4.1. Procedure of Testing Hypotheses of Association and Influence between Research Variables

This section equally narrows down to viewing the association and influence relationships that exist among research variables. Hence, it explicitly tests these relationships on the level of sub-hypotheses derived from primary hypotheses and consequently tests for an overall relationship of association and influence. To achieve the above objective, this study used simple correlation (Pearson), and simple linear regression coefficient. First, this study tested the primary hypothesis on the relationship between entrepreneurial quality and sustainable marketing. Table 8 gives the matrix of basic link values (Pearson) for those measures and their size. Before we proceed to check this idea, it is important to note that Table 8 gives the sample size (100) and type of test done (2-tailed). For the short form (Sig.) in the table, it refers to the test of the significance of the link value; a star (*) on a link value shows that it is significant at the 5% level, while a double star (**) indicates significance at the 1% level. The strength of the link value follows the rule, which sorts the strength of the link as:

- ✓ Low Correlation: (0.10–0.29)
- ✓ Medium Correlation: (0.30–0.49)
- ✓ Strong Correlation: (0.50–1)

Table 8: Testing the First Main Hypothesis (Correlation Hypothesis).

		Proactive Approach	Cooperation	Innovation	Ambition	Pioneering Quality
Sustainable Marketing	Pearson Correlation	0.532	0.516	0.452	0.427	0.543
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	100	100	100	100	100

Correlation is significant at the 0.01 level (2-tailed)
Source: (SPSS V.27) program outputs

4.2. Analysis of Results: Correlation Matrix for the First Main Hypothesis and Sub-Hypotheses

Table 8 presents the correlation matrix for the first major hypothesis and related sub-hypotheses. Results indicate strong positive correlations of values above

0.50 at a 1% level of statistical significance between entrepreneurial quality and sustainable marketing. For instance, the simple correlation coefficient between business acumen and sustainable entrepreneurship was 0.543, which signifies a very high relationship

under Cohen's rule. Within the dimensions, proactive orientation demonstrated the strongest relationship with sustainable marketing and entrepreneurship, with a coefficient of 0.532 and a significance level of 1%. This is considered a very good connection, as the coefficient value lies within the strong range under Cohen's effect size criteria, indicating a strong, positive correlation. On the other hand, the weakest correlation was observed for ambition in relation to sustainable entrepreneurship, with a coefficient of 0.427. This value is at the lower end of what could be described as a strong relationship according to Cohen's standards.

The results confirm the acceptance of the first main hypothesis and its sub-hypotheses. They collectively demonstrate that “there is a significant relationship between entrepreneurial quality and sustainable marketing.” The specific findings are as follows:

1. Ambition: The dimensions of sustainable marketing

are significantly influenced by ambition. Ambition plays a crucial role in driving sustainability efforts within organizations.

2. Innovation: All dimensions of sustainable marketing highly depend on innovation. Innovation is integral to sustaining competitive advantages and fostering long-term success in sustainable marketing practices.
3. Cooperation: Cooperation is essential across all dimensions of sustainable marketing. It emphasizes the importance of collaborative efforts to ensure the long-term sustainability of practices and initiatives.
4. Proactive Orientation: An active, proactive orientation is critical for driving sustainable marketing practices. It underscores the importance of anticipating future trends and challenges, ensuring that organizations are prepared to implement sustainable practices effectively.

Table 9: Estimation of the Simple Linear Regression Relationship Between Strategic Intelligence and Sustainable Entrepreneurship.

Dependent Variable Independent Variable	Sustainable Marketing					
	B	R ²	T	P-Value	F	P-Value
Pioneering Quality	0.54	0.30	11.27	0.000	29.22	0.000

Source: SPSS V.27 program outputs

The results from Table 9 indicate that the regression coefficient for the entrepreneurial quality variable on sustainable marketing is 0.54. This means that for every 1-unit increase in entrepreneurial quality, there is a 54% increase in sustainable marketing. The effect is statistically significant, as evidenced by the calculated value of 11.27, which is significant at the 0.000 level. Additionally, 30% of the variance in sustainable marketing is explained by entrepreneurial quality, with the remaining 70% accounted for by other variables not included in the model. This highlights that while entrepreneurial quality plays a significant role, other factors also contribute to sustainable

marketing practices. The model as a whole is also significant, with a value of 29.22 holding significance at the 0.000 level. Given these findings, the second major hypothesis is accepted, confirming that there is a significant influence relationship between entrepreneurial quality and sustainable marketing. Moving forward, Table 10 presents the estimation of the simple linear regression relationship between ambition and sustainable marketing.

The evidence of the sub-hypotheses is as follows:

First sub-hypothesis: There is a significant influence relationship between ambition and sustainable marketing.

Table 10: Estimation of the Simple Linear Regression Relationship Between Ambition and Sustainable Marketing.

Dependent Variable After the Independent Variable	Sustainable Marketing					
	β	R ²	T	P-Value	F	P-Value
Ambition	0.53	0.28	8.26	0.000	24.53	0.000

Source: SPSS V.27 program outputs

Table 10 reveals that the regression coefficient for ambition on sustainable marketing is 0.53, indicating that a 1-unit change in ambition results in a 53% increase in sustainable marketing. This influence is statistically

significant, as evidenced by the t-value of 8.26, which is significant at the 0.000 level. The R² value is 0.28, explaining 28% of the variation in sustainable marketing. The remaining 72% of the variation is attributed to factors

THE ROLE OF PIONEERING QUALITY IN ACHIEVING SUSTAINABLE MARKETING AN ANALYTICAL STUDY IN AL WAHA SOFT DRINKS AND MINERAL WATER COMPANY

not included in the current model. The F-value of 24.53, with a p-value of 0.000, is also statistically significant, confirming the overall significance of the model. These

findings support the alternative hypothesis, which posits that there is a significant influence relationship between ambition and sustainable marketing.

Table 11: Estimation of the Simple Linear Regression Relationship Between Innovation and Sustainable Marketing.

Dependent Variable After the Independent Variable	Sustainable Marketing					
	B	R ²	T	P-Value	F	P-Value
Innovation	0.52	0.27	7.34	0.000	20.16	0.000

Source: SPSS V.27 program outputs

Table 11 reports that the regression coefficient for cooperation on sustainable marketing is 0.52, indicating that a 1-unit change in cooperation results in a 52% increase in sustainable marketing. This effect is statistically significant, as evidenced by the t-value of 7.34, which is significant at the 0.000 level. Third Sub-Hypothesis: The R² value is 0.27, which means that 27% of the variation in sustainable marketing is

explained by cooperation, while the remaining 73% is influenced by other factors not included in the model. The F-value of 20.15, with a p-value of 0.000, is statistically significant, confirming the overall validity of the model. These results are further clarified in Table 12, which presents the simple linear regression relationship between cooperation and sustainable marketing.

Table 12: The Estimation of the Simple Linear Regression Relationship Between Cooperation and Sustainable Marketing for Better Clarity.

Dependent Variable After the Independent Variable	Sustainable Marketing					
	B	R ²	T	P-Value	F	P-Value
Cooperation	0.52	0.25	7.65	0.000	20.74	0.000

Source: SPSS V.27 program outputs

Table 12 presents a regression coefficient of 0.52, indicating that a 1-unit change in cooperation leads to a 52% change in the variable of sustainable marketing. This effect is statistically significant, as evidenced by the t-value of 7.645, which is significant at the 0.000 level. The R² value is approximately 0.25, meaning that 25% of the variation in sustainable marketing is explained by cooperation, while the remaining 75% is influenced by factors not captured by this model.

Additionally, the F-value of 20.74, with a p-value of 0.000, is statistically significant at the 100% level, confirming the adequacy of the model from an overall perspective.

Fourth Sub-Hypothesis: Proactive Orientation Dimension

Proactive orientation and sustainable marketing are positively and significantly related, which is shown in Table 13.

Table 13: Presents the Estimation of the Simple Linear Regression Relationship between Proactive Orientation and Sustainable Marketing.

Dependent Variable After the Independent Variable	Sustainable Marketing					
	B	R ²	T	P-Value	F	P-Value
Proactive Approach	0.45	0.21	5.40	0.000	17.54	0.000

Source: SPSS V.27 program outputs

The results in Table 13 show a regression coefficient of 0.45, meaning that a 1-unit change in proactive orientation leads to a 45% increase in the sustainable marketing variable. This effect is statistically significant, as the t-value of 5.40 is significant at the 0.000 level. The R² value of 0.21 indicates that 21% of the variance in sustainable marketing is explained by proactive

orientation, while the remaining 79% is influenced by factors not captured by this model. Additionally, the F-value of 17.54, with a p-value of 0.000, confirms the overall validity of the model. These results support the alternative hypothesis, which asserts that there is a significant positive cause-and-effect relationship between proactive orientation and sustainable marketing.

5. Conclusion

The findings of this study reveal a strong positive and significant relationship between the various dimensions of entrepreneurial quality and sustainable marketing. These results emphasize that integrating environmental, economic, and social factors can significantly enhance sustainable marketing practices. The environmental, economic, and social dimensions serve as essential foundations for developing innovative marketing strategies that are aligned with long-term sustainability goals. For organizations like Al-Waha Company in Babil Governorate, this research underscores the importance of prioritizing and investing in entrepreneurial qualities. The study found that the environmental, economic, and social dimensions positively impact marketing practices, enabling the company to adapt better to market dynamics and consumer preferences. At the same time, these efforts foster a competitive advantage through the implementation of sustainable practices. Furthermore, the study indicates that sustainable marketing efforts, when combined with entrepreneurial qualities, can lead to improved benefits for the company, such as increased brand reputation, customer loyalty, and long-term effectiveness. These findings provide Al-Waha Company with a clear incentive to further strengthen its commitment to embedding entrepreneurial values across its business processes, ensuring that its marketing strategies are not only effective but also aligned with sustainable development goals.

5.1. Implications of the Study

Many studies have evaluated sustainable marketing techniques, typically in connection with entrepreneurial activity, but few have examined how entrepreneurial quality shapes them. This study addresses the environmental, economic, and social impacts of sustainable marketing methods in Al-Waha Company, a neglected topic in the literature. These findings suggest that Al-Waha Company should prioritise entrepreneurial quality elements in its culture and operations. This could involve encouraging employee innovation, inventive problem-solving, and sustainable solutions that match the company's marketing strategy. As such, Al-Waha Company should invest in entrepreneurial quality strategies, such as new company-wide initiatives. Companies could also improve their environmental, economic, and social activities to improve sustainable marketing. Companies like Al-Waha can improve their market competitiveness and sustainability by integrating these elements into their operations and marketing strategies.

5.2. Limitations and Future Directions

This study examined sustainable marketing from environmental, economic, and social aspects, but not from future viewpoints like digital tools and technology. Artificial intelligence, big data, and social media could advance sustainable marketing. Future research could examine how these technologies can improve sustainable marketing. Al-Waha Company might use these technologies to expand its marketing and emphasise sustainability. Second, the study examined entrepreneurial qualities and sustainable marketing, but it did not provide a framework. Metrics and evaluation frameworks to evaluate entrepreneurial abilities in sustainable marketing can fill this gap in future research. These frameworks could help organisations measure and improve the impact of entrepreneurship on sustainability goals. Finally, the study did not examine how product development promotes sustainable marketing, particularly entrepreneurial skills like invention and flexibility. Future research might study how organisations can use entrepreneurial traits like creativity and adaptation to generate sustainable products, which are essential to long-term sustainability. Al-Waha can stay competitive and meet sustainability goals by doing so.

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