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Research Paper

Education of Entrepreneurial Innovation Mediation among Marketing Strategies and Business Sustainability in Ethiopia

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Abstract

The purpose of the current study was to examine the impact of marketing strategies on the growth of sustainable businesses in the context of entrepreneurial innovation education during the innovation phase. To achieve this, the researchers employed both descriptive and inferential statistics along with various techniques. They utilized probability and non-probability sampling methods, employing a straightforward random sampling mechanism. Data for the study were collected from the Addis Ababa branch of the Digital Banking Sector's Ethiopian commercial bank branch, which served as the representative organization. A survey was conducted among 425 clients of the Digital Banking Sector, including individuals from various sectors and personnel from contemporary organizations. The results of the study revealed that insufficient leadership capabilities, unfavorable work environments, and low employee engagement were the main factors contributing to decreased business sustainability and hindered implementation of marketing strategies. Based on their findings, the researchers recommended that relevant authorities take action to address these issues, including improving the implementation of marketing strategies, addressing the identified predictors, and promoting strong business sustainability.

Keywords *Marketing strategy, Customers, Strategy Predicators, Organization Sustainability*

INTRODUCTION

The entrepreneurial innovation education period is a time of national expansion and brilliance, but it is also a time when the nation will play a crucial part in determining the path of the global market (Yadete et. al., 2023; Adula et al., 2022). That would not be possible without the role of entrepreneurial innovation education in mediating the relationship between business sustainability and marketing strategies in the "innovation phase" of sustainable business development (Garcia, 2022). Strategic marketing tactics have been used to increase market share and position relative to competitors. The Boston Consultancy Group stated that this was essential in the BCG matrix (Gobana, 2022).

Different marketing activities based on marketing theories are used in strategies for marketing to improve an existing marketing plan practically and gain a competitive advantage in the form of increased market share and profitability (Tesfaye et. al., 2022; Shane, 2021). To gain a competitive edge, some businesses all over the world standardize their products to more easily adopt the globalized market strategy, which is focused on a company's region-specific market strategy (Kenesa Kebede et. al., 2023). The Sustainable Company, which is noted for its ethnocentric approach, typically adopts single more. Sustainable businesses have an ethnocentric approach, acting locally and conducting business there (Gobena & Kant, 2022).

The idea of cultural federalism serves as the foundation for this worldview. The goal of

sustainable businesses using an ethnocentric strategy is to remain in business, not to gain a competitive edge (Dubihlela, 2013). Therefore, to achieve standardization, sustainable businesses are now inclined to develop global-level marketing strategies and global-level implementation plans. According to McCarthy's notion of the marketing mix, a corporation must combine the four Ps—producer, pricing, place, and promotion—at the same time to improve the marketing mix if it wants to gain a competitive edge (Wakjira & Kant, 2023; Asefa, & Kant, 2022).

By combining the tactics to draw customers to a business sector to influence the competitive forces in the marketing environment, the strategy established for the market to get a stronger market orientation is essential to express greater client worth (Wakjira, & Kant 2022) and the market-based view (MBV), businesses must combine their resources after implementing the SWOT analysis by identifying the strengths, weaknesses, opportunities, and threats of their internal and external environments (Panigrahi et. al. 2022; Tufa, & Kant, 2023). In their analysis of the impact of marketing strategy predictors on business sustainability in a sustainable business environment, Yadate et al. (2022) discovered that these predictors have a significant impact on business sustainability.

In every multifaceted organization, marketing strategy is a fundamental management tool. Marketing strategy is used as a multi-faceted ideological tool in these elite organizations to alter the working environment by the dynamics of the business environment and the demands to complete the same task in various effective ways across various business environments (Negeri et al., 2023). The association between an organization's resources and its internal environment, which includes its human resources skills, technology adoption, and financial capabilities, and the external environmental constraints, which include threats and opportunities, balances the challenges faced by the firm in case of completion and aids in gaining competitive advantages even in a volatile business environment (Adula et al., 2023).

LITERATURE REVIEW

According to several studies (Adula & Kant, 2022), the main issues with entrepreneurship innovation mediation include less marketing strategy implementation and decreasing business sustainability, which are primarily related to poor leaders' capacity, work environments, poor employees' commitment, and poor technology adoption (Yadete & Kant, 2023).

The study "The Application of human resource management policies within the marketing organization: The Impact on Business and marketing strategy implementation" by Olson et al., 2022, discovered a favorable and significant correlation between Marketing Strategy Predictors and Business sustainability. Similar findings were made by Lestari et al. in their study of "antecedents and consequences of innovation and business strategy on sustainability and competitive advantage of SMEs" in 2020 (Adula et al., 2023). They discovered a favorable and substantial relationship between marketing strategy predictors and business sustainability. A similar favorable and significant correlation between Marketing Strategy Predictors and Business sustainability was discovered by Papadas et al. (2019) in their study, "The Interplay of Strategic and Internal Green Marketing Orientation on Competitive Advantage."

Kant (2020) also found that Marketing Strategy Predicators have a favorable and significant impact on marketing orientation in his study "Critical Appraisal of Prevailing Marketing Mix: Applies Particularly to the Digital Marketing Metaphor." Investigating the Impact of Customer Relationship Marketing Perceived Predicators on Customer Loyalty in Ethiopia's Banking Sector, Tufa & Kant (2020), came to the same conclusions. Accordingly, it is related based on these studies conducted in various environments that the predictors of marketing strategy have a positive and significant impact on business sustainability.

According to several studies the main issues with entrepreneurship innovation mediation include less marketing strategy implementation and decreasing business sustainability, which are primarily related to poor leaders' capacity, work environments, poor employees' commitment, and poor technology adoption (Tesfaye et al., 2022). Le Roy & Czakon (2022) conducted a study on "Managing Cooperative Competition: The Missing Link between Strategy and Sustainability," which is in contrast to the other studies. The Marketing Strategy Predictors and Business Sustainability were found to be negatively and insignificantly correlated by Industrial Marketing Management.

In a similar vein, Guillaume (2022) examined "Harnessing Demographic Differences in

Organisations: What Moderates the Effects of Workplace Diversity?" and found that the relationship between the Marketing Strategy Predictors and Business sustainability was negative and negligible. In their study of the "Education sector structural digital transformations in comprehensive Universities of Ethiopia in post COVID-19 periods" conducted at New Addis Ababa University in Ethiopia, WataDereso & Kant (2022) also demonstrated an inverse and insignificant correlation between the Strategy Predictors and Business sustainability. In their subsequent study titled "Mediating Affect of COVID-19 Panic on Comprehensive Universities Students Entrepreneurial Behaviour through Structural Equation Modelling" conducted at New Addis Ababa University in Ethiopia, WataDereso & Kant (2022) discovered a similar supportive finding during the COVID-19 timeframe. Therefore, the present study was able to check this evidence gap as a result of this conflicting evidence.

Similarly to this, numerous academics from other nations have looked into several factors that influence marketing strategy. The same predictors, such as organizational structure and organization system predictors that have an impact on the marketing strategy were evaluated in the Girma (2022) study. However, his work is only intended to highlight the knowledge gaps that remain unexplored in the Ethiopian context about factors like employee perception, work environment, technology, and customer attitude that affect the marketing strategy of the banking sector. Because of this, the researchers did not go into detail regarding the specific factors that have an impact on marketing strategy and business sustainability.

Therefore, this study sought to investigate what and how the predictors affect the marketing strategy in contemporary organizations.
1) To determine the key variables that affect the marketing strategy in the research area.
2) To investigate the relationship between marketing strategy and business sustainability.
3) To assess how much the marketing strategy factor affects an organization's success in the research field.

According to organizational rules, a concept marketing strategy is a combination of common sense and promotion that a large company uses to achieve its advertising objectives (Varadarajan, 2010). Leadership is the practice of influencing the actions of followers (Kant & Asefa, 2022). Gobena and Kant (2022) found a positive and significant correlation between leadership and business sustainability in their study "Assessing the Effect of Endogenous Culture, Local Resources, Eco-Friendly Environment, and Modern Strategy Development on Entrepreneurial Development." A favorable and significant correlation between leadership as a Marketing Strategy Predicator and Business sustainability was discovered by Kant and Tufa (2020) in their review of the relevance of leadership styles on leadership outcomes in their epistemological study. According to Kant's (2022) Scientific Review on Assessing the Effect of Endogenous Culture, Local Resources, Eco-Friendly Environment, and Modern Strategy Development on Entrepreneurial Development, there is a positive and strong correlation between leadership as a Marketing determinant.

In their study on Team culture, employee commitment, and job sustainability in public sectors, Mishra and Kasim (2022), who used a multi-level analysis, discovered a positive and significant correlation between the sustainability of the organization and employee commitment as a marketing strategy predictor. Commitment is referred to as an employee's affective commitment towards the organization's job as a psychological engagement, and it is essential in assisting an employee with achieving organizational goals. It is important to encourage commitment among employees because failing to do so causes alienation among human resources (Fugate, 20219; Salem, 2019).

According to a study by Kassahun (2022) titled "Working Environment of Nurses in Public Referral Hospitals of West Amhara, Ethiopia," there is a positive and significant correlation between the work environment and business sustainability. The work environment is defined as the assessment of a company's internal and external business environment that demonstrates the behavior of the workforce in terms of organizational culture and work attitude. The employee's engagement at work and the attitude, values, and beliefs he has toward his employment determine the success of the organization.

Therefore on base reviewed literature authors framed the following hypothesis:
H1a: Market strategies and organizational success are significantly related.
H2A: Market Strategies and Entrepreneurial innovation education are closely related.

H3a: There is a considerable connection between entrepreneurial innovation education and business sustainability.
H4A: Market strategies and organizational success can be significantly mediated by entrepreneurial innovation.

On base reviewed literature authors framed the following conceptual framework:
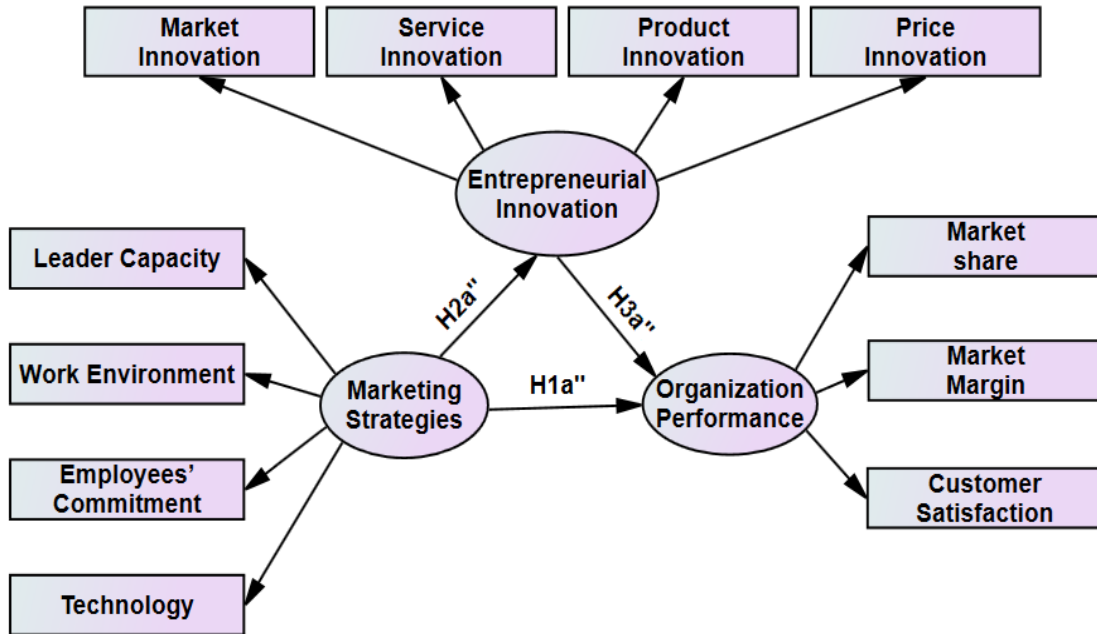
Source –Researchers' framework (2023)

RESEARCH METHOD

The commercial and cultural center of Ethiopia is Addis Ababa, the vast capital city located in the hills bordering the Great Rift Valley. Its National Museum features Ethiopian artwork, traditional crafts, and ancient fossils, including replicas of the well-known early hominid "Lucy." The copper-domed Holy Trinity Cathedral, a showpiece of neo-baroque architecture, is where the 20th-century ruler Haile Selassie is buried (Wikipedia, 2023).

The paper used a descriptive research design to illustrate the respondent's characteristics in the form of bank management and customers of modern organizations, including the position of the respondent, year of experience working for the organization, education level, income group classification, percentage of ownership, and other qualitatively measured characteristics of bank employees (Tufa & Kant, 2023).

Staff and clients of a contemporary organization in Addis Ababa city made up the study population and participants. The information has been gathered from bank clients and managers from modern organizations that are located in the Addis Ababa city region. 250 bank customers receive service from the branch, and 230 workers are working there, per information gathered from the branch.

The sampling approaches have been divided into strata. In this study, purposive sampling was employed to choose consumers and employees from the Addis Ababa branch of a modern organization, and stratified sampling was utilized to divide heterogeneous groups into homogeneous strata. By using Yamane's (1967) statistical procedure to calculate sample size, the sampling size has been established. The sample size has been determined using the following formula:

$$n = \frac{N}{1+N(e)2} \frac{480}{1+380(0.03)} 2$$
$$= 425$$

FINDINGS AND DISCUSSION

IBM SPSS 26 and AMOS were used to analyze the data. Nine respondents out of the total 124 in the sample did not return the questionnaires because of various issues. Effectively, 425 questionnaires totaling 115 were gathered, yielding a response rate of 92.7%. So, 425 completed questionnaires served as the basis for the analysis.
One of the most widely used and accepted dependability measures is Cronbach's alpha.

Table 1. Reliability Test

Item	Number of items	Cronbach's Alpha
Capable leaders	6	0.929
Work environment	3	0.734
Employees commitment	7	0.802
Technology	3	0.681
Cronbach's Alpha for the entire questionnaire	19	**0.826**

Source: SPSS OUTPUT, 2023.

All variables' dependability in the summation values of all connected items was shown by Cronbach's Alpha, which ranges from 0.681 to 0.929.

Table 2. Descriptive Statistics
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leader's capacity	425	1	5	4.66	0.4356
Working environment	425	1	5	4.42	0.866
Employees commitment	425	1	5	4.52	0.64525
Technology	425	1	5	4.38	0.4356
Valid N (list-wise)	425				

Source: SPSS Output. 2023

The leader's capacity ranges from three to five, with a mean of 4.66 and a standard deviation of 0.4356. This indicates that the majority of respondents concur that, according to data from Table 2, accessing a leader's capability (variation in leadership, creativity, and leading) becomes a hindrance to business sustainability indicators that have an impact on marketing strategy.

Table 3. Frequency Distribution of the Level of Effects

Leaders capacity	Frequency	Percent	Level of Chi-square	Significance Level
Low	13	11.3	7.315	< 0.05*
Moderate	16	13.9		0.026
High	86	74.78		
Total	425			
Work Environment	Frequency	Percent	Level of Chi-square	Significance Level
Low	14	12.1	7.399	< 0.05*

Moderate	68	59.1			0.025
High	33	28.6			
Total	425				
Employees commitment	Frequency	Percent	**Level of Chi-square**		**Significance Level**
Low	13	11.3	4.545		
Moderate	17	14.7			0.103
High	85	73.9			<0.05*
Total					
Technology predictors	Frequency	Percent	**Level of Chi-square**		**Significance Level**
Low	17	14.7	3.645		<0.05*
Moderate	59	51.3			0.108
High	39	33,9			
	425				

Source SPSS 20 output (2023)

The Chi-square test for goodness of fit equality of the level of effects of various predictors is presented in Table 3 The alternative hypothesis was accepted, and the null hypothesis was rejected since the level of significance was less than.05. As a result, it is noted that the level of predictors of organizational success is not spread equally. According to percentages, the total commitment factor of employees (73.9%) and the degree of leaders' capacity predictors (74.78%) are both at a high level.

The alternative hypothesis was accepted and the null hypothesis was rejected because the level of significance was founded to be less than .05. This suggests that the level of organizational predictors is equally distributed. This suggests that the application of marketing strategies in contemporary organizations serves as a country's economic backbone, with the result being a decline in GDP. This also suggests that when a marketing strategy is implemented in a contemporary organization, it acts as an economic backbone of the nation, and as such, when it is not used properly and does not promote a culture of saving and credit, it has a negative impact on the nation's overall GDP.

Table 4. Pearson Correlation (zero ordered matrix n=425)

Correlation	**Organizational Sustainability**	
Leader's capability predictors	Pearson Correlation	.933
	Sig. (2-tailed)	.000
	N	425
Work Environments predictors	Pearson Correlation	.917
	Sig. (2-tailed)	.000
	N	425
Employees-commitment predictors	Pearson Correlation	.910
	Sig. (2-tailed)	.000
	N	425
Technology predictors	Pearson Correlation	.925
	Sig. (2-tailed)	.000
	N	425
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: SPSS (20) Output, 2023

As it is indicated in the above table, a physically powerful constructive association was found among employee commitment as a factor of Marketing Strategy on Organization Sustainability in Sustainable Business Scenarios (r=0.910**, p<0.001), Work Environments predictors, and organization sustainability (r =0. 917**, p <0.001), and Leader's capability predicators and

organization sustainability (r=0.933**, p<0.001), Employees commitment predictors as a factor of Marketing Strategy Predicators on Organization Sustainability in Sustainable Business Scenario found a strong relation (r=0.910, p<0.001), and Environments predicators and organization sustainability (r =0. 917**, p <0.001.

Table 5. Regression model summary

R	R Square	Adjusted R Square	Change Statistics						Durbin Watson
			R^2 Change	F Change	df1	df2	Sig. F Change		
.939a	.882	.880	.880	831.498	2	112	.000		.2021

Table 6. Coefficients of the regression model (saturated model with all IV)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.223	.451		9.365	.000
	LEADER CAPACITY	.272	.083	.451	3.281	.001
	WORK ENVIRONMENT	.203	.095	.242	2.136	.001
	EMPLOYEES' COMMITMENT	.133	.102	.179	1.296	.001
	TECHNOLOGY	.408	.103	.446	3.960	.000

a. Dependent Variable: ORGANIZATION SUSTAINABILITY
Source: SPSS (20) Output 2023

When all other factors remain constant, it is predicted that a single unit change in a leader's capacity will have a 0.451 Standardized Coefficients single unit change in an organization's sustainability. When the variables remain constant, it is predicted that improved business sustainability in standardized work environments will lead to a 0.242 single-unit change in business sustainability.

A single unit change in business sustainability When the variables are held constant, it is expected that employee commitment will lead to a 0.179 standard deviation single unit change in the organization's sustainability. When the variables remain constant, it is predicted that a single unit change in technology will lead to a 0.446 standard deviation in business sustainability.

Table 7. Normality Assessment

Statistics Residuals

	Least	High	Mean	Deviation Std.	N
Value Predicted	2.6376	4.4376	3.7311	.41590	425
Predicted Std. Value	-2.629	1.699	.000	1.000	425
Predicted Error Value	.036	.102	.049	.015	425
Adjusted Predicted Value	2.5980	4.4417	3.7308	.41629	425
Error Term	-2.68760	2.02904	.00000	.73712	425
Residual Std.	-3.642	2.749	.000	.999	425
Residual Stud.	-3.646	2.776	.000	1.002	425
Residual Deleted	-2.69418	2.06866	.00026	.74242	425
Deleted Stud. Residual	-3.702	2.799	-.001	1.006	425
Distance Mahal.	.011	6.912	.998	1.467	425
Distance Cook's	.000	.075	.004	.009	425
Leverage Centered Value	.000	.017	.002	.004	425

a. Dependent Variable: TCoD

Source: SPSS, 2023 Output

Table 7 shows the projected value of the Distance of the Mahal. were is between the range of.011 to 6.912, as shown. Given the distance to the Mahal. lies between .011 and 6.912, the values are below the permitted range of 0 to 7. It showed that the set of data that had been gathered was normal and had no problems. Table 7shows that the expected value for the distance between cooks was between.000 and .075. Given that the distance between the cooks was between .000 and .075, it became apparent that the values were below the permitted range of 0 to 1. It showed that the obtained data are normal and there is no problem with normality.

Table 8. Measure of Sampling Adequacy
Bartlett's and KMO's Test

The measure of Sampling Adequacy (Kaiser-Meyer-Olkin)		.762
Sphericity Test of Bartlett's	Chi-Square (Approx.)	695.684
	df	3
	Sig.	.000

Source: SPSS, 2023 Output

As seen in Table 8, the inclusion of the Kaiser-Meyer-Olkin measure of sampling adequacy led to its manifestation. As the calculated value of the Kaiser-Meyer-Olkin test's measure of sampling adequacy (.762) falls between the range of .7 and 1, it is evident that the test's result indicates sampling adequacy (Wakjira & Kant, 2022). Additionally, Chi-Square (Approx.) was 695.684 and the significance value was .000, less than .05, indicating an acceptable level of significance according to the accept table.

**Table 9.** Explained Total Variance
Explained Total Variance

Component	Eigenvalues (Initial)			Sums of Squared Extraction Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dim 1 ensi 2 on	1.455	72.774	72.774	1.455	72.774	72.774
	.545	27.226	100.000			

Extraction Method: Principal Component Analysis (2023)

Source: AMOS, 2023 Output

As depicted by Table 9, explained Total Variance with the Eigenvalues (Initial) for all components in combined form was more than 1 which is 1.455 with a 72.774% of Variance and 72.774 Cumulative %. The sums of Squared Extraction Loadings Cumulative % was 72.774 that manifested that all components in combined form influence on dependent variable was 72.77% as a result of Principal Component Analysis.
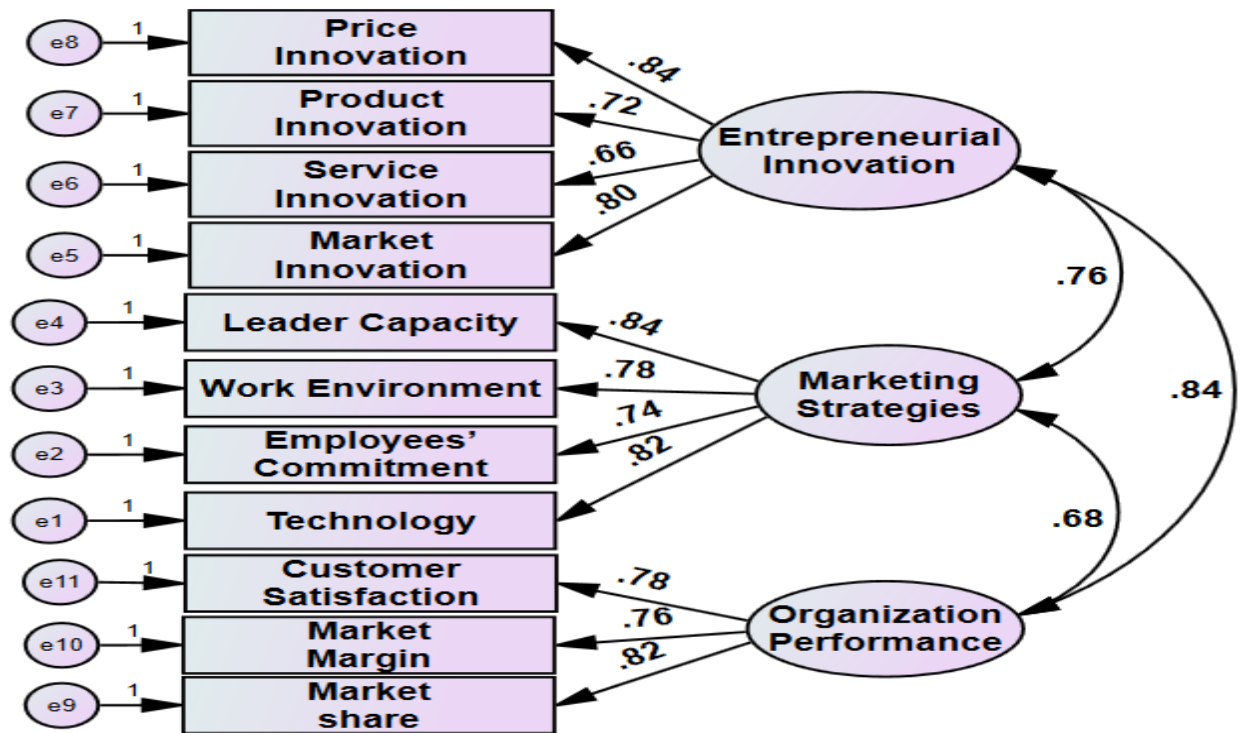
Source: AMOS, 2023 Output

Confirmatory factor analysis showed that all items had factor loadings over 0.5, indicating that all items contain sufficient reflective constructs and can support discriminative validity.
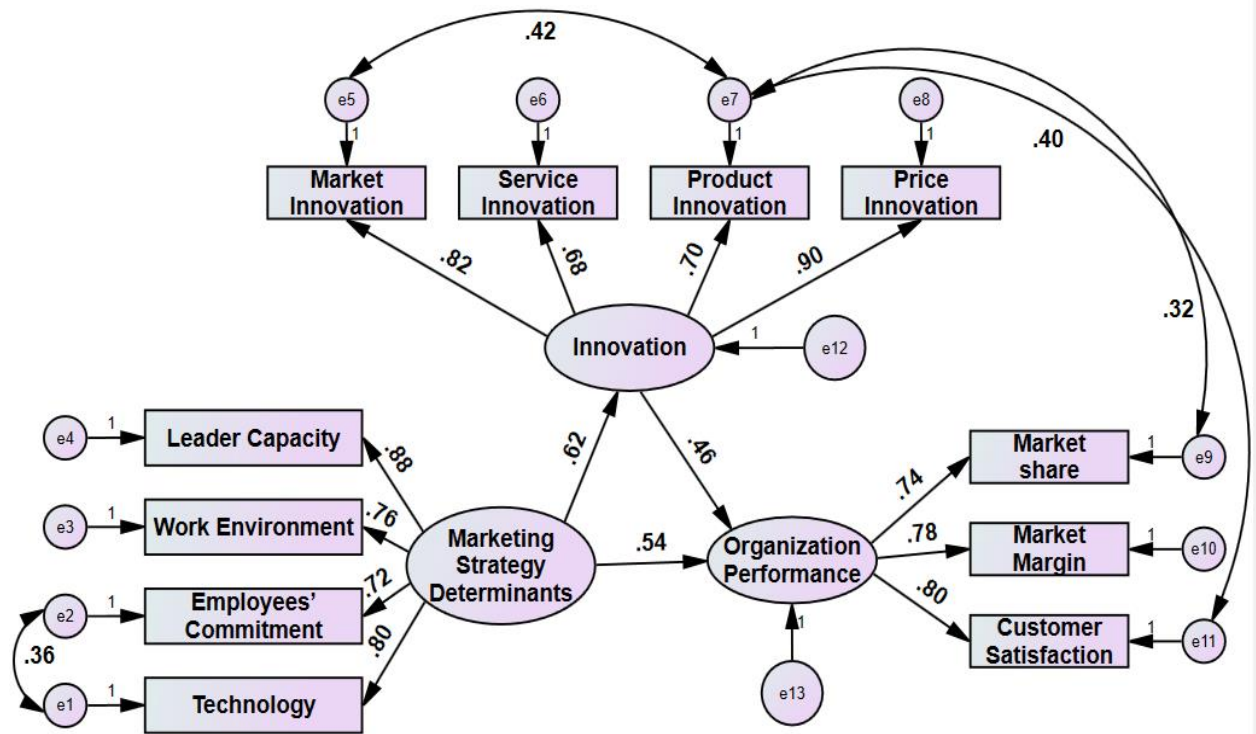
Source: AMOS output, 2023

Table 1.11: Model Fitness Indices

Acronym	Explication	Accepted fit	Result
Likelihood Ratio	P-value	**≥ 0.05**	0.07
Relative X2	(X2/df)	**≤ 2** = acceptable fit	1.806
CMIN/DF	Chi-square divided by Degree of Freedom	**≤ 3** = acceptable fit **≤ 5** = reasonable fit	1.908
GFI	Goodness of Fit Index	**1** = perfect fit **≥ 0.95** = excellent fit **≥ 0.9** = acceptable fit	0.91
AGFI	Adjusted Goodness of Fit Index	**≥ 0.90** = acceptable fit	0.92
CFI	Comparative Fit Index	**1** = perfect fit **≥ 0.95** = excellent fit **≥ .90** = acceptable fit	0.94
RMSEA	Root Mean Square Error of Approximation	**≤ 0.05** = reasonable fit	0.034
RMR	Root Mean Squared Residual	**≤ 0.05** = acceptable fit **≤ 0.07** = acceptable fit	0.006
SRMR	Standardized Root Mean Squared Residual	**≤ 0.05** = acceptable fit	0.04
CN	Critical N	**≥ 2021** = acceptable fit	254

Source: AMOS output (2023)

As can be seen in the table above, the model fit sheet provides a summary of the SEM model fitness results along with their accepted values. When researchers compared the SEM model fit indices with the standardized values, they found that the model fitness was depicted by Chi-Square (CMIN), Goodness of Fit Index (GFI), Baseline Comparisons in Model Fit, Parsimony-Adjusted Measures, Root Mean Square Error of Approximation (RMSEA), Standardised Root Mean Squared Residual, Comparative Fit Index, and Critical N. As a result, partial mediation with a value of 40.67 was discovered.

CONCLUSIONS

The employee's commitment, work environments, leader's capability, and technology predicators) have an important contribution on business sustainability of bank industry business sector, as most respondent's responses found under strongly agree to ranges. In addition to the research area, the organization's sustainability in the banking industry business sector was in jeopardy due to limitations in determinants (employee commitment, work conditions, leadership capability, and technological predictors). The results of the correlation analysis demonstrate that the four study variables—employee commitment, work environments, leadership capability, and technology predictors—that determine the business sustainability of the banking industry business sector have a significant and favorable relationship with the business sustainability of the implementation of bank marketing strategies, with magnitude ranges of strong overall. Prior to applying regression analysis, the effectiveness of the organization and pre-model fitting assumptions including normality, linearity, and multi-co linearity of the variables were verified. The study also found that the regression analysis's (R-square) value was 0.882, indicating that the four independent variables—employee commitment, work conditions, leader competency, and technological predictors—can affect the variation in an organization's sustainability in the banking industry. The four variables have a strong, substantial association with the organizational sustainability of the banking industry in a modern organization, according to the study's conclusion.

LIMITATION & FURTHER RESEARCH

Poor instruments may result from the equation containing too many latent variables. The latent variable's scope is not known. In SEM, it is necessary to give both parameter estimates and model fit. Large sample sizes are always required for SEM. The study's design or methodology flaws or limits are those that affected or influenced how your research's results were interpreted. The number of knowledge gaps that arise from our findings should be suggested by additional study, or the study itself should be extended and put to further examination.

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