
RESEARCH ARTICLE

The Effect of Spiritual Marketing and Entrepreneurial Orientation on Determining Sustainable Competitive Advantage: A Case Study of Soliko Kale Company

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ABSTRACT

In today's world, local, national and global competition forces companies to perform correct and competitive business methods. These methods are related to spiritual marketing and entrepreneurship. These two factors will enable the spiritual marketing of the company to address the needs, desires, and expectations of people based on ethical principles, and the entrepreneurial orientation of entrepreneurship will also create something new and different from the competitors as a result of these two methods, which will lead to the company's activity to increase. Finally, with the above explanations, the purpose of this research is to examine the effect of spiritual marketing and entrepreneurial orientation on determining sustainable competitive advantage (case study: Soliko Kale Company). The research method of this article is applied in terms of purpose, a descriptive survey in nature, and cross-sectional in terms of time. The statistical population of this research is the employees of Soliko Kale company. The number of personnel of this company is 125 people. The sample size was determined based on Cochran's formula of 94 people. The sampling method was chosen as simple random. The data collection tool, according to the standard questionnaire of Bambang et al. (2021), included 20 questions, the validity of the questionnaire by the supervisor and experts, management experts, and their reliability by calculating Cronbach's alpha coefficient for all conditions were confirmed to be greater than 0.7. In this research, 7 hypotheses were examined based on the conceptual model. Two types of descriptive statistics (using SPSS software) and inferential statistics (using PLS software) were used for data analysis. A structural equation test was used to check the model. The results of all hypotheses confirm the research model, and the results show that to create a sustainable competitive advantage in general marketing, it is necessary to implement spiritual marketing and promote entrepreneurial orientation. The innovation of this research study record is about the role and position of spiritual marketing in relation to marketing capabilities and sustainable competitive advantage along with entrepreneurial orientation variables.

KEYWORDS

Spiritual marketing, entrepreneurial orientation, marketing capability and sustainable competitive advantage

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1. Introduction

Recently, sustainable competitive advantage has become the main focus of strategy research, as it promotes competitiveness and economic progress. When a firm achieves sustainable competitive advantage, it has succeeded in implementing its strategy and has been able to create superior value for the consumer that competitors cannot reproduce or find costly to imitate. By gaining a competitive advantage, organizations and companies bring more economic value compared to other companies in the same sector and thus achieve superior market performance. (Ribeiro et al., 2021). Competitive Advantage Sustainability also creates a superior position or condition over the competitor over a long period of time and enables the company to respond quickly to environmental changes. In competitive and growing markets, the main task of senior managers is to gain sustainable competitive advantage. A

business has a competitive advantage when it implements a value-creating strategy that is not chosen by any current or potential competitor at the same time (Kashaneh et al., 2021). When other companies can not benefit if they repeat the strategy, they can confirm that the company has a sustainable competitive advantage. It is one of the hallmarks of many businesses today, and researchers and practitioners have focused on the sources of sustainable competitive advantage for the past two decades. It is commonly understood that most organizations, regardless of sector, must accept that gaining a competitive advantage is the most difficult issue facing businesses in the 21st century (Mehdi et al., 2019). To gain a sustainable competitive advantage, a company must be able to innovate or produce unique products. After identifying the advantage of potential competitors, research should be done to determine the appropriate strategy to achieve the goals quickly, accurately, and appropriately. In this case, competitive advantage is usually only accessible through specific target markets with specific products, services, and locations. Such a business strategy is expected to help a company discover products with high demand and consumer targets for both short-term and long-term goals. More importantly, if an existing business has resources and competitive advantages over its competitors, as long as the appropriate strategies are implemented and the various resources and capabilities are effectively exploited, the business is likely to remain competitive. Competitive advantage can be maintained by considering durability, repeatability, and feasibility (Bambang et al., 2021). Spiritual marketing and entrepreneurial orientation can be mentioned among the methods of gaining a competitive advantage. Spiritual marketing is a marketing strategy that involves understanding and meeting the needs, wants, and expectations (of customers, employees, and other customers and all related parties) based on the values taught. (morality, ethics, honesty, responsibility, fairness, with BothBeing, etc.) Spiritual marketing uses the language of the heart to determine the best direction. The focus of spiritual marketing is not solely on profit (profitability) but on devotional values such as compassionate marketing, encouraging teachings, and ethics. Spiritual marketing affects not only the company's marketing strategy but also the way employees think (Transati et al., 2011). According to Drucker (1985), entrepreneurial orientation is the ability to create something new, and different entrepreneurship with its marketing function is the main factor of national development. Entrepreneurs are innovators rather than mere inventors. An entrepreneur is a person who adjusts the allocation of resources in creating inventions that may already exist. Entrepreneurs create a new combination of factors affecting production. Spiritual marketing and entrepreneurial orientation directly affect the firm's innovation capabilities, which also directly affect sustainable competitive advantage (Ritunga, 2019). Organizations and companies often think about selling their products and services to Understand Spiritual Marketing and Gain Deeper Insights into Markets and Practices. Spiritual consumption is critical. Furthermore, studies have shown that spiritual marketing and its impact on consumers and employees have not been sufficiently discussed. On the other hand, companies need entrepreneurship to provide new products and new methods to consumers. The dairy industry is one of the most important markets where the growth and development of machinery technology, benefiting from the experience of specialists, the development of food industry disciplines, and improvements in Science have created a very important environment in this field. Competition; In order to enter the dairy market and maintain its survival, every company needs a series of indicators such as financial strength, a strong, persistent, and progressive research, and development department, scientific and specialized marketing, systematic and scientific sales and distribution management, and committed personnel. Experienced and educated with a clear career promotion process and job security that can easily adapt to environmental changes. Suliko Kale Company is currently the largest private group of food and service industries in Iran and one of the top industrial and production groups. is known in the Middle East. These companies are facing strong competitors in the domestic and foreign markets, so to continue the competition and maintain competitive advantages, it is necessary to respect consumers' values by implementing spiritual marketing and offering new products to customers with an entrepreneurial orientation. According to the contents expressed in this research, an attempt has been made to answer the question of whether spiritual marketing and entrepreneurial orientation have an effect in determining sustainable competitive advantage with the mediating role of marketing capability.

2. Literature Review

2.1 Spiritual Marketing

In the last ten years, the topic of spirituality has been an important topic in management and related fields. Marketing researchers seem to have avoided discussing spirituality for a long time. So it can be said that today our attention is drawn to the spiritual needs of consumers. A practical definition of spirituality and basic guidelines for researchers to start research and dialogue in this important field are provided. It is argued that when considering product benefits, spiritual benefits should be immediately included along with other tools (Kothavad, 2015). The age for the concept of spirituality dates back almost two thousand years, but only in the last two decades or so has it been systematically investigated in the social sciences. While more than two hundred articles on spirituality and management were published between 1999 and 2005, hardly any articles mention how spirituality can be used in marketing. The small amount of literature that exists on spirituality and marketing is largely practitioner-oriented and appears to be limited to the marketing of churches or denominations (Vital et al., 2015).

2.1.1 Entrepreneurial orientation

The word entrepreneurship means independence, which has been widely studied by previous researchers. Entrepreneurship is proposed as the activities required to create or continue a firm where all markets are not well established or defined and the relevant sectors of production performance are not well known. Entrepreneurs must be able to deal with uncertainty in a dynamic

market. An entrepreneur must be able to perform managerial tasks such as supervision and direction. A study on entrepreneurship and entrepreneurial satisfaction found that CEOs' entrepreneurship should be high to improve company satisfaction (Lee and Kim, 2019). Entrepreneurial orientation means the connection of the company with strategic management and strategic decision-making processes. In this definition, entrepreneurship means producing an old product in a new way, opening a new source of material supply or a new outlet for products, or reorganizing the company (Zuhair et al., 2015). Researchers have pointed out that entrepreneurship, formally or informally, is the creation of new jobs in established companies through product and process innovation. Entrepreneurship is a tool for business development, income growth, and profitability. The pursuit of entrepreneurship is driven by various challenges, including global competition, interest in organizational efficiency for greater profits, significant changes in the market, and perceived limitations in traditional methods of company management (Felix et al., 2019).

2.2 Marketing ability

Drucker (1985) considers the ability to innovate in marketing as the ability to provide resources in the form of new abilities to earn more profit for a productive agent. Marketing capability can be developed through training and research as it does not develop automatically. Innovation is characterized by two stages, discovery and commercialization. Porter believes that the innovation process cannot be separated from business strategies and the competitive environment. So it can be said that innovation is something that leads the organization to integrate technology, organization, and market changes to maintain its market expansion (Tide et al., 1997). Researchers categorize marketing capabilities into product innovation, process innovation, management innovation, and marketing innovation (Lee and Hsieh, 2011).

2.3 Sustainable Competitive Advantage

The sustainable competitiveness index refers to the company's ability to improve the business performance of competitors in the industry through its assets and competencies. There are two theories about competitive indicators that can affect competitive advantage, one of these indicators was presented by Porter (1998) called the positioning theory, according to which there are five forces, which are the intensity of competition and the attractiveness of an industry determines. This indicator includes choosing the right position, creating mild competitive pressure, or taking special measures to compete with other companies to obtain maximum profit point of view. Another one was emphasized by Wernerfelt (1984) and by Prahalad and Hamel (1994), in which the competencies of a company are divided into core and non-core competencies. They suggested that competitive advantage should be based on competencies aligned with tangible and intangible resources. Firms with strong entrepreneurial characteristics are agile in exploring markets and are likely to respond faster than other competitors (Lee and Hsieh, 2010). The concept of sustainable competitive advantage has a direct relationship with the desired values of the customer so that in a comparison spectrum, the company in one or more competitive criteria has an advantage over its competitors if the values offered by a company are closer or more consistent with the values desired by the customer. In fact, sustainable competitive advantage is a factor (combination of factors) or ability (combination of abilities) that makes the company successful and superior to competitors in the competitive environment so that they cannot easily imitate the company. Consequently, to achieve a competitive advantage, the company must pay attention to its external organizational position and consider both internal organizational capabilities (Segdi et al., 2015).

2.4 Review of studies related to the research topic

Delbaze et al. (1400) investigated the effect of entrepreneurship indicators on sustainable competition in dairy cooperatives in Mazandaran and Golestan provinces. This research shows that entrepreneurial indicators have a significant effect on competitive advantage. Ghanion et al. (2019) in a study investigated the impact of entrepreneurial orientation, market orientation, and knowledge management orientation on sustainable competitive advantage with the involvement of clean production. Research shows that entrepreneurship, entrepreneurial orientation, market orientation, and knowledge management orientation have a significant impact on clean production. Faiz and colleagues (2018) in a study investigated the impact of marketing capabilities on the performance results of small and medium-sized entrepreneurial companies. The results show the positive impact of marketing capabilities on performance outcomes and the survival of small and medium enterprises. Maleki Min Besh Rozgah and Kehiari Hatchit (2014) investigated the effect of marketing innovation on competitive business strategy in research. Findings: The research indicates a significant positive effect between marketing innovation with the competitive advantage of differentiation and the competitive advantage of cost leadership. But the relationship between marketing innovation and MeziCompetitive focus was not significant. Reza Dolatabad and Alian (2013) investigated the effect of entrepreneurship and competitive strategy on market orientation in order to improve performance and create a sustainable competitive advantage. The results showed that the dimensions of independence and initiative, entrepreneurial orientation, cost leadership strategy, responsive market orientation, financial performance, and scarce resources have the most weight in creating the main variables. He has researched component manufacturers. Rahmani et al. (2014) in a study investigated the role of marketing strategies and competitive advantages in Kale company. Results analyses related to marketing strategies (including differentiation strategy, focus strategy, and cost leadership strategy) show that due to the significant value, which is less than 0.05, it can be accepted with 95% confidence. Bambang et al.

(2021) investigated the effect of spiritual marketing and entrepreneurial orientation on determining sustainable competitive advantage in research. To improve innovation that directly affects sustainable competitive advantage. Sandra et al. (2021), in a study investigating the effect of entrepreneurial orientation and market orientation on the employee. Marketing through competitive advantage. The results showed that entrepreneurial orientation has a direct positive effect on marketing performance. Entrepreneurial orientation has a positive effect on marketing performance through competitive advantage. Market orientation has a positive effect on marketing performance through competitive advantage. In a study, Kibshi and Isaga (2020) investigated the effect of entrepreneurial orientation, competitive advantage, and performance of small and medium enterprises. The results of this research showed that entrepreneurial orientation has a positive and significant effect on the company's competitive advantage and performance. In a study, Daniel and Isaac (2018) investigated marketing innovation and the sustainable competitive advantage of small and medium-sized enterprises in Ghana. The findings showed that product and packaging design innovations, advertising innovations, retailing innovations, and pricing innovations provide a sustainable market advantage for SMEs in the water, beverage, detergent, and metal industries. In a study, Voriati and Sorani (2018) investigated the achievement of sustainable competitive advantage through product innovation and market leadership. The research results show that the effect of product innovation on sustainable competitive advantage is positive and significant, the effect of product innovation on market stimulus is positive, and the effect of the market stimulus is (significant).

2.5 Conceptual framework

According to the previous findings, the researcher has provided a framework to describe the relationship between different variables. Sustainable competitive advantage refers to the company's ability to develop better business performance than competitors in the industry by leveraging its assets and competencies. There are two theories about competitive strategies that can affect competitive advantage, one of them was proposed by Porter (1998) called positioning theory, which is based on the concept that there are five forces and intensity of competition that represent the attractiveness of the industry. This strategy involves choosing the right position, creating mild competitive pressure, or taking certain actions to compete with other firms to maximize profits. The second view was emphasized by Wernerfelt (1984) and by Prahalad and Hamel (1994), in which the competencies of a company are divided into core and non-core competencies. They suggested that competitive advantage should be based on competencies aligned with tangible and intangible resources. Companies with strong entrepreneurial characteristics are under consideration. Drucker (1985) ability to innovate (Marketing) considers it the ability to provide resources in the form of new abilities to earn more profit by turning it into a production factor. Marketing capability can be developed through training and research as it does not develop automatically. Innovation is a tangible manifestation and key to the success of a sustainable business (Chamideh et al., 2020). Competitive advantage is also influenced by spiritual marketing. Spiritual marketing is focused on the fulfillment of God's will. God wants man to fulfill the needs and desires of his creatures. This means that the products and services that are sold must be useful to society. Therefore, spiritual marketers should sell products that do not harm others, and these activities will lead to a sustainable competitive advantage over competitors (Bambang et al., 2021). So it can be said the conceptual model is presented as follows.



Figure 1. Conceptual model of research by Bambang et al. (2021)

According to the conceptual model of the research, several hypotheses are implemented

First hypothesis: Spiritual marketing has a positive and significant effect on sustainable competitive advantage

Second hypothesis: Spiritual marketing has a positive and significant effect on marketing ability

The third hypothesis: Entrepreneurial orientation has a positive and significant effect on sustainable competitive advantage

Fourth hypothesis: Entrepreneurial orientation has a positive and significant effect on marketing ability

Fifth hypothesis: Marketing capability has a positive and significant effect on sustainable competitive advantage

Sixth hypothesis: Spiritual marketing has a positive and significant effect on sustainable competitive advantage with the mediating role of marketing capability.

The seventh hypothesis: Entrepreneurial orientation with the mediating role of marketing capability has a positive and significant effect on sustainable competitive advantage

3. Research method

The purpose of this research is practical in terms of the type of data except for small data. The data collection method is a descriptive-survey in terms of data collection and cross-sectional in terms of time. The statistical population of this research is the employees of Soliko Kale company. The number of this personnel is 125 people. The sample size was determined based on Cochran's formula with 94 people. The sampling method was chosen as simple random. A standard questionnaire was used to collect information. To measure the variables of spiritual marketing questions, entrepreneurial orientation, marketing ability, and advantage were used.

Variable	Cronbach's alpha	composite reliability (CR)	Average Variance Extracted (AVE)
Spiritual Marketing	0.911	0.938	0.790
Marketing ability	0.920	0.940	0.757
Sustainable competitive advantage	0.894	0.922	0.702
Entrepreneurial orientation	0.874	0.906	0.621

Table 1. Reliability and validity values by variables

In Table 1 of this research, the results of Cronbach's alpha coefficient, composite reliability, and convergent validity are given, and according to the limits mentioned for all three indicators, we conclude that the value of Cronbach's alpha coefficient, composite reliability, and the average coefficient of variance extracted (AVE) is acceptable for all research criteria. In Table No. 2, the results of divergent validity are also given. To analyze divergent validity, first, calculate the square root values of AVE, and these values should be greater than the correlation values of that variable with other variables in the diameter of the correlation matrix, which indicates its appropriateness.

	Spiritual Marketing	Marketing ability	Sustainable competitive advantage	Entrepreneurial orientation
Spiritual Marketing	0.889			
Marketing ability	0.358	0.870		
Sustainable competitive advantage	0.412	0.117	0.838	
Entrepreneurial orientation	0.559	0.348	0.425	0.788

Table 2. Divergent validity results

Due to the fact that all the numbers on the diagonal are more than the numbers below the diagonal, so the questions measure only the desired variable, and it can be said that divergent validity is established

3.1 Research findings:

3.1.1 Descriptive findings

In this section, the demographic information of the respondents has been analyzed separately in the form of a table.

changeable		Dimensions	Percentage
gender	Man	65	69/1
	Female	29	30/9
Marital status	Married	62	0/66
	Single	32	0/34
education	Diploma	2	2/1
	Associate Degree	7	7/4
	Bachelor's degree	57	60/06
	Master's degree	25	26/06
	P.H.D	3	3/2
Ages	Less than 30 years	4	4/3
	to 30 years 40	22	23/4
	to 40 years 50	54	57/4

Table 3. Descriptive findings

According to the table above, the highest frequency is related to men with 69.1 percent; in terms of education, the highest frequency is related to people with a bachelor's degree at 60.6, and the highest frequency related to the age group is related to people with educational degrees. The age distribution of 40 to 50 years with 57.4, in terms of the most experience, is related to people with 11 to 15 years of work experience with 45.7 and finally 0.66 in terms of marriage, which is the highest percentage of married people.

Variable	Number	Average	standard deviation	minimal	the maximum
Spiritual Marketing	94	00/3	00/3	067/1	00/5
Entrepreneurial orientation	94	17/3	17/3	895/0	67/4
Marketing ability	94	89/2	89/2	949/0	00/5
Sustainable competitive advantage	94	91/3	91/3	789/0	00/5

Table 4. Descriptive statistics of research variables

According to Table 4-6, the average sustainable competitive advantage is equal to 3.91 with a standard deviation of 0.789, which results, according to the respondents, the average sustainable competitive advantage is higher than the average value (3) and has the highest average. Also, the marketing ability variable has the lowest average, with an average of 2.89 and a standard deviation of 0.949. The highest response rate is 0.5 and the lowest response rate is 0.1.

3.2 Inferential findings of the research

In checking the status of research hypotheses, first, the distribution of data has been examined, and then, according to the type of data distribution, the correlation between the variables is shown. Table 3 shows the distribution of data using the Kolmogorov-Smirnov test.

Variable	level of significance	Result
Spiritual Marketing	0.000	abnormal
Entrepreneurial orientation	0.000	abnormal
Marketing ability	0.000	abnormal
Sustainable competitive advantage	0.000	abnormal

Table 5. Kolmogorov Smirnov test results

The significance level of the Kolmogorov-Smirnov test for all research variables is less than 5%. Therefore, the null hypothesis is rejected, or in other words, the distribution of research variables is non-normal. Therefore, the research data is not normal. As a result, PLS and non-parametric tests were used to confirm or reject the hypothesis.

3.3 Examining research assumptions

Smart-PLS software and structural equation modeling method were used in this research to investigate the effect of research variables. For this purpose, the model has been examined in two modes, standard and significant

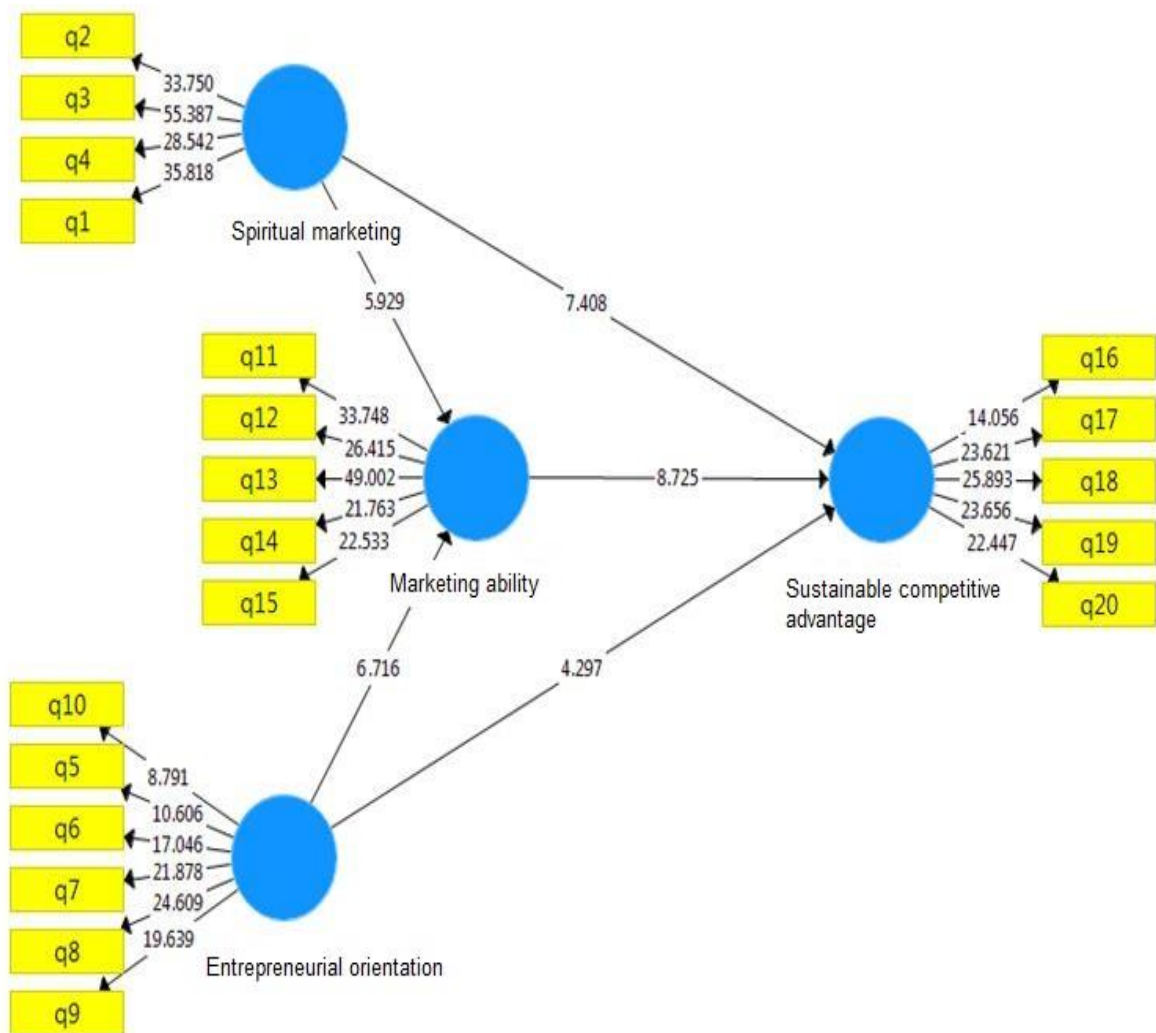


Figure 2. Software output in meaningful mode

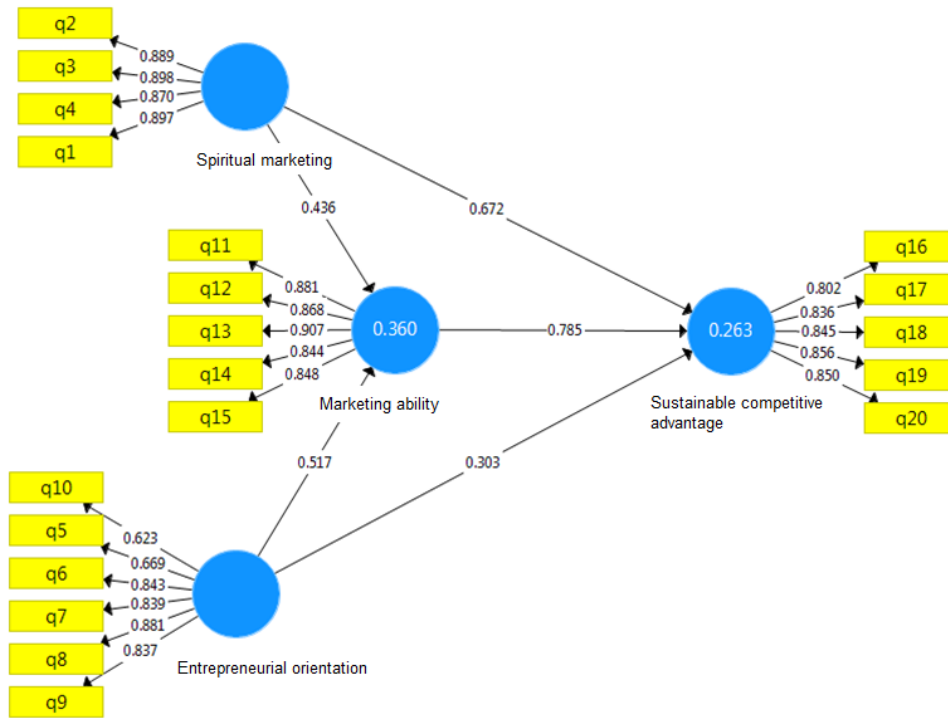


Figure 3. Software output in standard mode

In table number 6, the path coefficient is reported along with significant values. Using the results of this table, you can check the hypotheses of the research. The Sobel test was used to check the mediation hypothesis. The results of the research hypotheses are presented in the table below.

assumptions	standard	meaningful	Condition
First hypothesis: spiritual marketing has a positive and significant effect on sustainable competitive advantage	0/672	7/408	confirmation
Second hypothesis: spiritual marketing has a positive and significant effect on marketing ability.	0/517	6/716	confirmation
The third hypothesis: entrepreneurial orientation has a positive and significant effect on sustainable competitive advantage	0/303	4/297	confirmation
Fourth hypothesis: entrepreneurial orientation has a positive and significant effect on marketing ability	0/517	6/716	confirmation
Fifth hypothesis: marketing capability has a positive and significant effect on	0/785	8/725	confirmation

sustainable competitive advantage.			
Sixth hypothesis: spiritual marketing has a positive and significant effect on sustainable competitive advantage with the mediating role of marketing capability.	0/329	17/536	confirmation
Seventh hypothesis: Entrepreneurial orientation has a positive and significant effect on sustainable competitive advantage with the mediating role of marketing capability	0/572	18/263	

Table 6. The results of the research hypotheses

3.4 Overall fit of the model

To check the fit of the model, 3 tests of R2 criterion, Q2 criterion, and GOF criterion have been used, which are presented below in order:

3.4.1 R2 criterion

R2 criterion is related to (dependent) hidden variables of the model. R2 is a measure that shows the influence of an exogenous variable on an endogenous variable, and three values of 0.19, 0.33, and 0.67 are considered the criteria for weak, medium, and strong values of R2.

Variable	R2
Marketing ability	
Sustainable competitive advantage	

Table 7. R2 criterion

According to Table 11-4, the value of R2 has been calculated for the research variables, which confirms the appropriateness of the fit of the structural model according to the criterion value. According to the researchers, this index should be compared with three values of 0.19 weak, 0.33 medium, and 0.67 strong. According to the obtained results, it can be said that there is an average level for all variables.

3.4.2 Criterion Q2

The Q2 criterion determines the predictive power of the model, and if its value is 0.02, 0.15, and 0.35 for an endogenous structure, it indicates the weak, medium, and strong predictive power of the structure, respectively. It has exogenous structures related to it.

	CV Com
Spiritual Marketing	
Marketing ability	
Sustainable competitive advantage	
Entrepreneurial orientation	

Table 8. Cross-validation check

The value of Q2 has been calculated for the endogenous constructs of all variables, which shows the appropriate predictive power of the model regarding the endogenous constructs of the research and confirms the appropriate fit of the structural model.

. GOF criterion

Another index for fit introduced by Tenenhouse et al. (2005) is the overall fit criterion (GOF), which is calculated by calculating the geometric mean of the joint and calculated as follows

4. Results and Discussion

This section is a comparative or descriptive analysis of the study based on the study results, previous literature, etc. The results should be offered in a logical sequence, giving the most important findings first and addressing the stated objectives. The author should deal only with new or important aspects of the results obtained. The relevance of the findings in the context of existing literature or contemporary practice should be addressed.

$$GOF = \sqrt{\text{communality} \times R^2}$$

Its indices act like the fit indices of the Lisrel model and are between zero and one, and values close to one indicate the high quality of the model. Of course, it should be noted that this index does not check the fit of the theoretical model with the collected data, just like the chi-square indices in Lisrel models. Rather, it examines the overall predictive ability of the model and whether the tested model was successful in predicting the endogenous variables.

Variable	Communality	R2
Spiritual Marketing		
Marketing ability		
Sustainable competitive advantage		
Entrepreneurial orientation		
Average		

Table 9. Cummunality value and R2 of research variables

$$GOF = \sqrt{\text{communality} \times R^2} = \sqrt{0,311 \times 0,542} = 0,410$$

According to Table 13-4, the value of GOF for the research model has been calculated as 0.410, which shows the good power of the model in predicting the endogenous current variable of the model.

5. Conclusion

The word competitive advantage refers to the ability of characteristics and resources to perform at a higher level than others in the same industry or market. The study of this advantage has attracted deep research interest due to contemporary issues regarding the superior performance levels of firms in today's competitive market. A firm is said to have a competitive advantage when it implements a value creation strategy that is not simultaneously implemented by any current or potential player. Competitive advantage is the leverage a business has over its competitors. By providing better and more value, customers can achieve this. Considering the importance of competitive advantage, in this research, an attempt has been made to investigate the effect of spiritual marketing and entrepreneurial orientation on the determination of sustainable competitive advantage (case study: Soliko Kale Company). In the first hypothesis, it is stated that spiritual marketing has a positive and significant effect on sustainable competitive advantage. The results of the structural equation test showed that a significant value equal to (7.408) was obtained, which is more than the critical limit of 1.96, so the first hypothesis is confirmed. The amount of factor load in the standard mode is also equal (0.672), which shows that the effect of spiritual marketing on sustainable competitive advantage is positive and in a direct direction because the obtained coefficient is positive. Sustainable competitive advantages are one of the most important assets of any organization. This advantage allows the organization to meet the needs of its customers better than its competitors. It is difficult to replicate or replicate sustainable competitive advantages. One of the factors that creates a competitive advantage for the organization that cannot be copied by competitors is spiritual marketing. In this research, the positive relationship between spiritual marketing and sustainable competitive advantage was confirmed with a path coefficient of 0.672 and p-value = 0.000. Therefore, the level of spiritual marketing increases sustainable competitive advantages among employees. The results of this hypothesis are consistent with the studies of Delbaze et al. (1400), Ghanion et al. (2019), Bambang et al.

The results of the structural equation test to check the second hypothesis showed that a significant value equal to (6.716) was obtained, which is more than the critical limit of 1.96; thus, the second hypothesis is confirmed. The value of the factor load in the standard mode is also equal to (0.517), which shows that the effect of spiritual marketing on marketing ability is positive and in a direct direction because the obtained coefficient is positive. Although companies have focused more on concepts related to production and sales, the importance of marketing capability is increasingly recognized in the literature. Marketing capability has become a topic of particular importance as it enables companies to understand the needs of customers whose satisfaction is critical to their financial success in the marketplace. Marketing capabilities will help companies achieve their desired goals. Marketing ability can be influenced by various factors, such as spiritual marketing. The results of this study confirmed the significant positive relationship between spiritual marketing and marketing capability. Stronger spiritual marketing can improve marketing capability, as evidenced by a path coefficient of 0.517 and p-value <0.001. The level of marketing spirituality can affect the level of the marketing ability. This suggests that good spiritual marketing among employees increases their marketing ability. The results of this hypothesis are consistent with the studies of Faiz et al. (2018) and Islamikhah et al.

The results of the investigation of the third hypothesis showed that a significant value equal to (4.297) was obtained, which is more than the critical limit of 1.96; thus, the third hypothesis has been confirmed. The value of the factor load in the standard mode is also equal to (0.303), which shows that the effect of entrepreneurial orientation on sustainable competitive advantage is positive and in a direct direction because the obtained coefficient is positive. Sustainable competitive advantage is an important issue in business. It means having something that gives you an edge over your competition and will continue to do so. It can apply to both individuals and businesses. Sustainable competitive advantage for businesses means something your customers see as a long-term reason to buy from you and not your competitors. This study showed that entrepreneurial orientation has an impact on sustainable competitive advantage. This result suggests that a good entrepreneurial orientation among employees necessarily increases sustainable competitive advantage. The results of this hypothesis are consistent with the studies of Maleki Minbash Rozgah and Kahiari Hekhit (2015), Reza Daulatabad and Alian (2014), Yun et al. (2019) and Daniyal and Isak (2018)

The results of the structural equation test to investigate the fourth hypothesis, the effect of entrepreneurial orientation on marketing ability, showed that a significant value equal to (6.716) was obtained, which is more than the critical limit of 1.96; thus, the third hypothesis has been confirmed. The value of the factor load in the standard mode is also equal to (0.517), which shows that the effect of entrepreneurial orientation on marketing ability is positive and in a direct direction because the obtained coefficient is positive. This study showed that entrepreneurial orientation has a positive and significant effect on marketing ability. A stronger entrepreneurial orientation is followed by a stronger marketing capability; this shows an entrepreneurial orientation.

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