

# The Effect of Entrepreneurial Orientation Dimensions on E-Marketing Capability toward Social Media Application: A Case Study on YouTube Live Stream

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## ABSTRACT

This research aims to study the effects and impact of entrepreneurial orientation dimensions on e-marketing capability toward social media applications (SMAs), and the dimensions affecting the firm performance in the international airlines. 350 research questionnaires have been collected based on respondents of the international airline's passengers. The Statistical (SPSS) version 22 was used to analyze the exploratory factor analysis (EFA) and descriptive analysis was directed statistics. The results illustrate that inequality in entrepreneurial orientation dimensions (EOD) impact on e-marketing capability. At the time that airlines tend to integrate their social media application to obtain a global view, encourage coordinated efforts throughout the different passenger's touch points. The results show that a significant effect of e-marketing capability, and YouTube for e-business services on the firm performance. This study concluded that contributes about how airlines passengers use social media applications from different airlines' entrepreneurial orientation. Finally, the results show that entrepreneurial orientation dimensions (Innovativeness, Competitive aggressiveness, and Proactiveness) has a significant, positive effect on e-marketing capability, But the effects of autonomy on e-marketing capability are not significant. Moreover, all of the four dimensions of group effectiveness have significant, positive effects on airlines performance. E-marketing capability and YouTube usage passengers also have significant, positive effects on airlines performance.

**Keywords:** Entrepreneurial orientation dimensions, E-marketing capability, Social media applications, YouTube for e-business

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## 1. INTRODUCTION

Social media applications (SMAs) provide real-time communication, and refer to highly interactive online space social media for communicating with other people such as Facebook, YouTube, LinkedIn, and Google+, these applications facilitate collaboration among airlines passengers [1]. Based on SMAs' lecture, establishing a new social and economic consequences are being generated to be more convenient in order to lead companies to use marketing rates for social media advertisements, although the literature indicates that entrepreneurial use of certain SMAs opportunities. Social media has been defined as an online application program

which used for explaining the usage of social media, the time of usage, and the number of users in specific time periods [2]. Furthermore, as yet, there has been no systematic investigation of entrepreneurial orientation effect, e-marketing capability, use YouTube for e-business services, and the factors affecting the firm performance, which integrated into one comprehensive model. In addition to the entrepreneurial orientation effects, there are differences between the national and international regarding the use of YouTube users. Majority of previous research studied the entrepreneurial orientation effect on social media application in international countries. There is lack in the studies regarding the effect of entrepreneurial orientation effect on why and how national and international users engage in social media application [3]. This study aims to develop model to investigate the relationships between entrepreneurial orientation effects, e-marketing capability, use of YouTube for e-business services and impact of the use social media application on firm performance. This study contributes to the role of entrepreneurial orientation effects in people engaging with social media applications in different national and international airlines and the successful adoption of new applications from a deferent aspect of life, Passenger's ability to use social media apps is gradually increasing, and as such, it is expected to increase the importance of social media use within the airline industry.

Today, YouTube is one of the largest social media application user-driven video content and disseminating multimedia information in the world [4]. YouTube videos are the world's second largest social media application and most visited site after Google with 1.9 billion users. According to A YouTube stream live, the figures for the 2019 year of the top channels sorted by airlines, this means posting, responding and then analyzing the results. A YouTube vides can create for business use. By September 2019, YouTube airlines users more than 70 million, Turkish airlines the most dominant passenger YouTube video users, while more than 60% of the other airlines' users, and 78% mostly are students and businessmen.

## 2. LITERATURE REVIEW

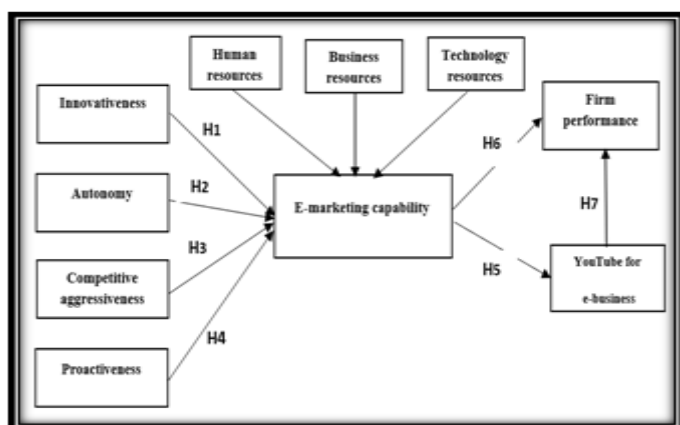
This studies [5,6] enter deeply to measure and define the relationships of the theoretical research entrepreneurial orientation, and technological tendency. [7] Indicated that strategy in entrepreneurial marketing that builds networks focuses ON products identify, use, and development of products for creating a product or brand image and uses internet forums, videos, and social media. The researchers of entrepreneurial behaviors investigate individual level of entrepreneurial orientation dimensions, to develop a model consists of several variables: competitive, autonomy, pro-activeness and innovativeness [8]. [9] Confirmed the discrepancy between the e-marketing capabilities and different social media applications and business orientation in the previous research, therefore the combined effect of business orientation and e-marketing capabilities will lead to better performance of airlines. The earlier research applied to the aspects of entrepreneurship [10] discussed the effect on different issues of social media application. EOD of the measurements tend to vary separately rather than co-vary, giving them the character that shapes entrepreneurial orientation [10]. [10] Shown that firms could receive and have advantages of innovation, proactiveness, autonomy and risk taking. According to [12] model, airlines were classified as having highly competitive aggressiveness, autonomy, innovativeness, pro-activeness and risk-taking [8]. [13] Revealed that airlines entrepreneurial orientation dimension is a very strong insisting to use social applications. [14] Applying new methodologies and methodologies could be useful in improving entrepreneurship orientation. Majority of respondents indicated that airline industry where Qatar airways, around 12 million have been liked Qatar airways on social media application. [15] Agreed that the Jordanians had positive effectively plan and implement their ads over social media application. Firms reach to use social media application related to the workplace and the role of e-marketing toward video-enabled social media better understand towards the use of such technology in an organization [16]. Many studies (e.g. [17,18]) indicated that EO dealing with SMAs in different ways. Studies contains some characteristics of the EO and SMAs highlighted in airlines, that the majority of passengers started adopting new technologies [19]. [20] Tested the differences between EO impacts of SMAs in tourism sectors. [16] Explained the usage of SMAs in different business environments and the impact of e-marketing capability and the adoption of technology. Table 1 emphasizes previous research.

**Table 1:**The previous studies of entrepreneurial orientation dimensions effect on social media application

Year	Definition	Author
2018	e-marketing video toward the use of social media application	Patrick and Margaret
2015	Entrepreneurial orientation on e-business services branding and business growth in emerging markets	Helen et al.
2016	social media applications affect B2B communication and improve business performance	William et al.
2017	Organizational innovative culture struggles with market superiority and competitive advantage	Hasan Aksoy
2016	entrepreneurial capabilities toward new product development and market responsiveness	Saiful et al.
2016	Web 2.0 applications and the ability for users to generate content has changed the nature of online interactions	Elizabeth et al.
2016	Innovativeness, autonomy and competitive on marketing capabilities matched with the market requirements	Silvia et al.

### 3. RESEARCH HYPOTHESES

In order to measure the research model validity, the researcher suggested to measure the impact of EODon EMC toward consisting of human resources, and technology resources business resources.The researcher also suggested measuring the impact of EMC, and YouTube of e-business services on organizationperformance. This study follows this analysis the literature review and proposing of the hypothesis as indicated in (Fig 1).



**Figure 1:** Conceptual model

### 3.1. E-marketing Capability (EMC)

EMC consider (new technologies, innovations) serve as processes of development to be primarily internal resources to improve processes, efficiencies and leads to capabilities that supported in the social media literature [21]. [22] declared that Social media applications such as Facebook, Snap chat, and YouTube, and Twitter is increasingly finding a place for customers and perceptually engaged with the major social media applications. As stated earlier, joining social media applications in e-marketing that facilitate to understand customer interests, interactive with customers, and make customers look at new services[22].[23] declared that, IT resources use specific set of e-Marketing provides a kind of interactions with customers and facilitate, Human resources play important role in the ability to added value from social media application, and business resources plan to integrate IT planning into the overall strategic planning. Further as stated in[24] companies that act to transform their marketing capabilities process to electronic capabilities ensuring intelligent future proofing, and relationship enhancement in order electronic marketing skills, which need to be mastered for the purposes of professional communication within the creative industries, and suggested that e-marketing use Internet provided resources and capabilities in multinational corporations. In the previous research that generated a number of difficult challenges for marketing managers, for using social media and its information and technology, where e-marketing have the chance to generate innovative business models [25]. This study also explained that these forms of e-marketing capabilities have influences on massive amounts of data which lead to exponential grow of internet traffic [36], [68], and [69]. However, this study identified three e-marketing capabilities for engaging in social media, including Human resources, business resources, and IT resources. However, use the medium we have to understand the empirical work as required to explain the main variables.

#### 3.1.1. Human resource

Human resources refer to managerial support for technological initiatives. Human resources, play a significant role in the implementation any new successful technology to articulate the need across the organization. Human resource considers one of the of e-marketing capability dimension [27]. According to[28]employee engage in social media application to influence a positive relationship between EO and employee to satisfy customer needs. In this view, Wien claw (2015), highly developed employee skills, management processes enable firms to compete on the produce differentiated products and service quality. Moreover, [29] refers to an increasing integration of innovation and relationship orientation towards high performance level by using social applications, these efforts can be adopted between the human resources and social media applications. Human resource practice is motivating and retaining talented skills that lead to effect on employee productivity [30]. human resource contact in e-marketing, so the platforms intermediate between customers and firms that would lead to successful firms [29].

#### 3.1.2. Business resource

Business resource refers to integrate technology, management's plan, and firms resources into the overall business process and generate business resource ([31], [70] and [71]. Social media have increasingly brought all the activities of business conducts by using the internet, including web social media application, entertainment channels, and blogs, study e-marketing represents the new business process resources for firms to gain a competitive advantage, also e-marketing can include direct and indirect marketing, also all the activities of business resources conducts social media, internet and its related technologies such as: social media application, and e-mails[32]. However, EMC includes professional managers, and employees with high skills in e-marketing techniques. SMAs emerging technology tools to exchange process by updating passengers along with online process [33] and [72]. Marketing capability studies reflects the new business Resources on competitive strategy, and creating superior customer value positional advantages to the resources deployed in obtaining and influence firm performance [34].

### 3.1.3. Information technology resource

IT resources cope with marketing resources to meet customer expectations, and increase customer acquisition to foster rich interactions Consistent with company strategy [23]. [35]Finds that infrastructure of information technology, and human resources, can contribute to improve complementary human and business resources. The emerging of social media application is top of many airlines, passengers they articulate views, and exchange and share information and make interactions [36]. The fast growth of different social media applications, firms services are consistent with the growing level of online platform on mobile represent to diffuse enormous rate of information per day [37]. social media investigating in the use the contents posted, and number of uses in specific time periods [2]. Nowadays, for many airline passengers, social media application, especially YouTube, can capture, and monitoring the reactions interest of potential air passengers[38,23].[37]Indicated that social media application and IT resources are the drivers of e-marketing capability to enhance firm performance, increase competitiveness, and foster strong relationships with customers.

## 3.2. Entrepreneurial Orientation Dimensions (EOD)

**EOD**consist of innovation, proactiveness, autonomy, and competitive aggressiveness [10]

### 3.2.1. Innovativeness (EOI)

Innovativeness dimension refers to the firm's trends to support new ideas, creating new products and services, and creating new business process[39]. To deploy the innovativeness is often dependent on employees adoption skills, and opinion of the leaders expectations for having high levels of technological usage[40]. Technological innovation increases their cooperation level and establish a greater differentiation, these dimension leads firms to adapt the market's new opportunities [41].Therefore, firms need different capabilities to cope with virtual product for development to ensure efficient innovation processes. Whereas the innovations and entrepreneurship in IT tend to interact online engagement requires innovations to access more customers on social media application [40]. In addition, Innovativeness is considered one EO components that refers to changes in research paradigms, such as the Internet, since innovation generating valuable knowledge outputs [13]. EO suggests that some firms have to use and exploit opportunities for enhancing their core capabilities, marketing capabilities integration process designed to consider as the skills to understand changes taking place the markets. Then, innovative activity increases the firm's potential to entering new foreign markets in terms of social media applications usage achievements [43]. Therefore, this suggests that the following hypothesis:

H1. There is a significant relationship between innovativeness and the e-marketing capability

### 3.2.2. Autonomy (EOAU)

Autonomy one of the EOD is characterized by entrepreneurs directed at forming a new firm that leads to new achievements [43]. Thus, according to [44] an entrepreneurial orientation includes a direction to be autonomously that leads to a willingness to innovate and to be aggressive toward competitors and proactive in terms of market opportunities toward firm performance. Managers should strength the employees and build autonomy within the firm in order to utilize from firm's internationalization skills. Then, top management level should motivate the middle management level to have more interaction with customers to empower the decision-making[45]. Therefore, this suggests that the following hypothesis:

H2. There is a significant relationship between Innovativeness and the e-marketing capability

### 3.2.3. *Competitive aggressiveness (EOC)*

Competitive aggressiveness considers one of the EOD, and refers the propensity of firms by tendency to challenge its competitors and react with action by experience to apply new lessons and actions and exploiting all available new business chances and opportunities, and obtained benefit from superior firm performance [10]. However, competitive aggressiveness expanding to markets abroad, choice of new market entry strategies, and improving existing products with new services, based on contribution to a sustainable environment of competitive advantage[46], taking the notion of competitive aggressiveness can viewed as a reference to market opportunity and it is motivated to change the market opportunity within that industry. [47]Argue that concluded that competitive intensity from marketing capability, competitive intensity in market capability when managers tend to build and nurture of distinctive market capabilities. Competitive aggressiveness where more people are using social media applications for receiving information, and accommodating to gain business values; Therefore, this suggests that the following hypothesis:

H3. There is a significant relationship between competitive aggressiveness and e-marketing capability

### 3.2.4. *Proactiveness (EOP)*

Proactiveness refers to the one dimension of EOD, the innovation of products orientation with acts proactively before its competition, and displaying a higher tendency look for new opportunities in the market. [48]. Proactiveness is the ability of the organization to expect any change or potential opportunities to create the first market mover in markets[49]. EO need to look for their external environment proactively to explore process that needs market capability to learn [50]. The proactive one dimension of entrepreneurially oriented organizations try to understand the demands of new markets demands [51]. The proactiveness in the organization leads to learn new customer preferences earlier than the competition, and prediction new models lead to new products ahead of competitors [52]. [53]Defines EM as “proactive dimension and exploitation of new opportunities for gaining and retaining profitable customers through innovative model approaches to increase the value creation”. More EO is expected to be more proactive; therefore, they will use their social media application more actively to gain enhanced performance. Therefore, this suggests that the following hypothesis:

H4. There is a significant relationship between pro-activeness and e-marketing capability

## 3.3. **YouTube for E-business Use (YOU)**

The main purpose of SMAs to create a home page to share message, image and videos, for interaction and communication especially those in the industrial markets to achieve a variety of business services, and to promote their products in order share information with customers. Many application introducing different services among customers[54]. Previous studies explained the use of SMAs by to leverage on specific services, provide valuable support to organizations to connection with experiences in their daily life, and enhancing an organization's popularity developed from[55],[56], and[57]. Many previous studies discussed the role of e-marketing use video-enabled social media platforms such as YouTube by live steaming a short video to deal with the emerging information [58]. Therefore, this suggests that the following hypothesis:

H5. There is a significant relationship between e-marketing capability and YouTube e-business service

## 3.4. **Firm Performance (FM)**

After joining SMAs, FM is constantly evaluating the value of e-marketing, encompasses as a set of interaction that lead technologies like and social media, and business-to-business that related to empirical evidence to enable customer [23]. E-

marketing capability has the power to enhance the value of firm performance, which leads to a competitive advantage. Several studies[59], [60] emphasize how capabilities and e-business context can be adapted to create a competitive advantage and create long-term relationships to increase firm performance by using SMAs. A number of studies like [59]agreed that e-business system make changes in fluctuations in demand, promotion activities, and maximize market share and profitability that adds value through the availability of accurate information that leads to increasing profitability. The company's performance with a higher degree of e-marketing capabilities and the use of e-business technology contributes to consumer interactions and internal management, which increases efficiency and improves overall organizational quality [27]. Therefore, this suggests that the following hypothesis:

H6. There is a significant relationship between the YouTube e-business usage and firm performance.

H7. There is a significant relationship between the e-marketing capability and firm performance.

#### 4. METHODOLOGY

##### 4.1. The Measurement

Based on previous studies reliability and validity measurement instruments of the study model constructs in this research, the measurement was obtained from the previous studies related to this study furthermore research literature developed and adopted from previous studies results. The measurements of the EO dimensions constructs were measured an instrument adapts from [10]; [61]this scale considers EO to be a multidimensional construct, consist of four dimensions: competitiveness, innovativeness, autonomy, and Pro-activeness. E-marketing capability constructs were measured an instrument adapts from[62]. Previous studies validated EMC measures as a multidimensional structure composed of three resources: company resources, IT resources and human resources. E-business systems usage, constructs were measured an instrument adapts from [63]. Firm performance constructs were measured an instrument adapts from [64]. Appendix a shown final list of items constructs.

##### 4.2. Data Collection

Data were collected with an “hand-delivered” questionnaire to test the research model proposed because of research subject. There are 350 were satisfactorily completed to answer the surveys consist of 25 questions represent all the list of items construct. All questions used measured by using a five-point Likert-scale (Strongly Agree=5; Strongly Disagree=1). The questionnaire also included among the respondents, gender, age, education, and international airlines, as described in Table 2.

##### 4.3. Sample Selection

This study targeted international passengers in the Amman international airports in a range questionnaire were delivered by hand to the passengers, taking in consideration different ages, educations levels, and international airlines. Therefore, the targeted sample for this study includes international passengers who have experience of using social media application with airline agencies and invited them to answer the 25 questionnaire items. The questionnaires were delivered by hand a total of 350 were satisfactorily completed Participating international passengers responded to the survey. Therefore, 325 questionnaires were collected and used for further analysis, 25 were excluded due to the incompleteness, and Table2 presents the results.

**Table 2:**Demographic profile of the respondents

Individual Participant Characteristic	Characteristic	Frequency	%
Gender	Female	190	58.5
	Male	135	41.5

Age(Year)	Under 20	15	4.6
	21 to 25	80	24.6
	26 to 30	120	36.9
	31 to 40	70	21.5
	Above 40	40	12.3
Education	Doctorate/Ph.D.	15	4.6
	Master	27	8.3
	Bachelor	160	49.2
	Diploma	45	13.8
	Other	78	24
Airline	Royal Jordanian	45	13.8
	American airlines	55	16.9
	Turkish	48	14.8
	Emirates	32	10.1
	KLM	23	7.07
	Alitalia	25	7.7
	British	21	6.5
	Lufthansa	22	6.8
	Saudi Arabia	55	17

## 5. ANALYSIS AND RESULT

Structural equation modeling (SEM), EQS version 6.4 was used to check the model fitness and to test research hypotheses of relationship among variables. The aim of exploratory factor analysis (EFA) and descriptive analysis were used to direct statistics, and then we used the Statistical (SPSS) version 22.

### 5.1. Measurement Model

To test the measurement model in order to evaluate the reliability of model constructs, and internal consistency, convergent to measure multiple of same construct share a high variance in common, and can be assessed by determining whether each measure's estimated pattern coefficient on its posited underlying construct is significant, and discriminant validity is the degree to which measures of different construct do not correlate highly, indicating that a construct is truly distinct from other constructs [65]. Cronbach's alpha shows in Table 3 were employed to evaluate the reliability of model constructs by examining their internal consistency. Estimate All reliability measures were 0.7 [66]Alternatively, higher considered to meet the criteria for construct reliability. Cronbach's alpha was high above the acceptable threshold have alpha values and composite reliabilities scores that are equal to or exceed 0.7. As indicated in Table 3 that the reliable, then this study has high internal consistency.

**Table 3:**The reliability of constructs measures

Constructs	No. of items	Cronbach's alpha
Human resources	5	0.795
Business resources	3	0.780
Technology resources	3	0.802



Innovativeness	1	0.770
Autonomy	2	0.825
Competitive aggressiveness	2	0.812
Proactiveness	3	0.811
YouTube usage	4	0.799
Firm performance	3	0.787

Based on Eigenvalues and Kaiser, respectively to construct validity cross loading within high correlation, and to assess the homogeneity of variables as indicated in Table 4. Therefore, exploratory factor analysis used best to measure the various dimensions of study variables (Kaiser) was conceded to evaluate the significance of factor loadings of the measurement items and should be greater than 0.5, and variance explained greater than 50%, the value of R squared was calculated that was helpful in explaining the variance, so the results of the model are explained as indicated in Table 5.

**Table 4:** Factor analysis for all constructs

Items (constructs)	EO	EM	YOU	FP
Eigenvalues	2.225	3.134	5.354	4.327
KMO	0.720	0.663	0.598	0.627
% of variance	43.44	12.23	11.34	6.34
% cumulative	43.44	55.67	67.01	73.35

**Table 5:** Result summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. error of the estimate
EM	0.582	0.339	0.254	0.590
YOU	0.612	0.375	0.322	0.620
FP	0.642	0.412	0.384	0.610

### 5.2. Assessment the Structural Model

SEM was considered for testing the hypothesis, path analysis, and regression, SEM focuses on the model fit rather than the relationships between the variables [67]. SEM was used to test the hypotheses, and to support the data results for the good fitness indicators. This method is selected to test direct and indirect effects among of dependence relationships and theoretical constructs [68]. To test the proposed research model, and presents hypothesis by using the EQS technique, version 6.4 program to examine the goodness-of-fit, and using fit indices that developed to assist in model evaluation [69]. The model fit can be used to examine the hypothesis, if path and goodness-of-fit is accepted and used. SEM was used test the currents hypothesis of proposed model, and a comparison of recommended value and model value recommended in the literature. All paths are significant, and support the model findings acceptable model is a goodness fit, so that at the 0.05 level the paths are significant (  $\chi^2=18.633$ , [df]=7, [RMSEA]= 0.089, [  $\chi^2/df$  ]=2.66, , [GFI]= 0.951, [CFI]=0.925 , [RMR]=0.039, and [NFI]=0.945).

### 5.3. Hypotheses Test

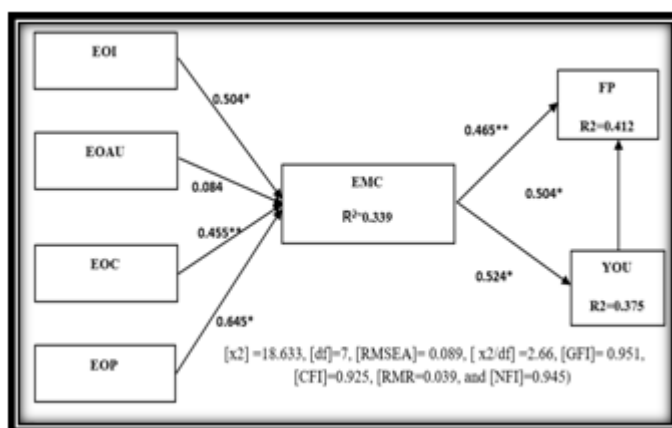
Performing the SEM technique, we tested our research hypotheses by the structural causal mode along with parameter evaluate tests of relationships between the variables. To test the relationship between the various variables path analyses were conducted. The results of the path modeling approach structural modeling (SEM).Technique is explained in (Fig. 2). Structural model relationships (path coefficient analysis) to demonstrate the hypothesized relationships, evaluation of the hypotheses, and the results of t-value test. Path coefficient evaluates the hypothesized paths whether the path is significant or not significant. It is recommended that the t-value be greater than 2.58 [70]. To make uniform the coefficients, the result from an analysis perform on variables, a simple test of the hypothesis that the variances are equal one. Table 6 indicates the testing hypotheses result. The result of using the EQS technique, version 6.4 program presents hypothesis testing results analysis supports a direct impact of EOI, EOC, and EOP dimensions on EMC for using YouTube e-business services. The path coefficients between variable is 0.504, 0.455, 0.645, respectively, with t-values (the ratio of estimated value of a parameter from its hypothesized value to its standard error) should be >2.58 for relationships among variables, result of significant has support on EMC. EOAU dimension variable due to inconsistent with the hypothesis in research model, the path coefficients between variable is 0.084 with t-values 1.984, the result of significant has no support on EMC. Model results in table6 also showed that EMC has a significant on YouTube used by passengers, and the firm performance. The path coefficients of relationships are 0.524, and 0.465, respectively with t-values >5, respectively, the result of significant has support on YOU, and FP. Finally, the findings indicated to a significant effect of YouTube usage on the firm performance. The result obtains from analysis indicated that path coefficient of relationship is 0.504 with t values > 5 for all relationship; the result of significant has support on FP.

**Table 6:** Model results

Hypothesized paths	path coefficient	t-value	Support
H1: EOI →EMC	0.504*	3.145	Yes
H2: EOAU →EMC	0.084	1.984	No
H3: EOC →EMC	0.455**	3.455	Yes
H4: EOP →EMC	0.645*	3.223	Yes
H5: EMC → YOU	0.524*	5.113	Yes
H6: EMC → FP	0.465**	5.853	Yes
H7: YOU → FP	0.504*	5.416	Yes

\*P< .05.

\*\*P< .001.



**Figure 2:**Structural model

## 6. DISCUSSION, CONCLUSION, AND IMPLICATION

In this study, the relationships among entrepreneurial orientation dimensions, e-marketing capability, and YouTube for e-business services and firm performance in airlines are thoroughly investigated. The results show that entrepreneurial orientation dimensions (Innovativeness, Competitive aggressiveness, and Proactiveness) has a significant, positive effect on e-marketing capability, But the effects of autonomy on e-marketing capability are not significant. Moreover, all of the four dimensions of group effectiveness have significant, positive effects on airlines performance. E-marketing capability and YouTube usage passengers also have significant, positive effects on airlines performance.

The term SMAs spreading rapidly to communicate and interact based on user generated context and dialogue, social media applications significantly changed the way people, firms and societies communicate. In the body of literature that leads to different roles of EO include simplifying and enhancing different forms of human resources, business resources, and in addition to that it is supporting airlines passengers with applications technology resources to generate, and share information comment such as text, images, and video. Many studies have studied entrepreneurial orientation effect on SMAs in airlines companies, therefore, there is no previous studies investigate in e-marketing capability, YouTube e-business usage, and firm performance, integrated into one structured model. There is scarcity of resources or studies related the effect of airlines entrepreneurial orientation on airlines passengers in using social media application, so current study developed structured model taking in consideration all relationships between airlines entrepreneurial orientation, e-marketing capability, YouTube e-business usage, and firm performance. The findings approved a significant effect of Innovativeness, Competitive aggressiveness, and Pro-activeness entrepreneurial orientation dimensions on e-marketing for using YouTube e-business usage passengers. On the contrary of traditional entrepreneurial orientation dimensions effect on social media usage, the results also indicated that Autonomy entrepreneurial orientation dimensions did not have a significant YouTube passengers' e-marketing capability. According to previous research [17]; [71]; [72]; [18], indicated that entrepreneurial orientation dimensions are involved in SMAs, that lead to emphasizes the user usage to increase the human resources to adapt new technology applications. In such environment, SMAs represent a strong evidence for achieving such various methods to optimize costs, increase profitability, driven by their passenger's needs of Human resources, Human business, and Human technology. The ease-of-use SMAs for all users without any restriction, obstacles, and connectivity to interact within any application that is help to discovers new model and more services. The result indicated that Innovativeness, competitive, and Pro-activeness entrepreneurial orientation dimensions have impact on e-marketing of YouTube usage, this result aligned with other studies. Within increased the mobile penetration, and the exponential growth in technologies, airlines use YouTube applications as a website built to share videos to facilitate the interaction, changing the way passengers make business to analyze the contents to measure customer engagement. According to [16], passengers are insisted to adapt e-marketing culture within our organization, and be motivated of our e-marketing activities as the culture of our company. [72] Indicated that the different in entrepreneurial orientation dimensions have support the e-marketing capability. According to [16], trendiness, video-enabled social media, privacy concerns. This study focuses on e-marketing video toward the use of social media application. Finally, the results explained the impact of YouTube usage passengers, e-marketing, and on firm performance. This finding aligned with the result of previous researches e.g. [62]. This study contributes about how passenger's usage SMAs from different countries and the continuity sustainable growth of adapting YouTube by filming a short video. Furthermore, the findings of this study will contribute the entrepreneurial orientation to improved e-marketing capability by using social media applications.

## 7. LIMITATIONS AND FUTURE RESEARCH

The current research has several drawbacks that are worthy of consideration in future research, the survey characteristics include all passengers in different airlines without taking their preferences into account, and the sample size in this research was also limited because it was difficult to collect the relevant data, in addition the research were targeted the passengers of the international airlines industry, therefore suggested that future research can help obtain a larger and more passengers sample by using online

survey. The limited area of collected data in Amman airport not included different locations all over the world with different cultures. Researchers can also select other business environments as research subjects, which can further verify the durability of the theoretical structural model in this study. This study suggests many avenues for future research to concentrate on the importance of social media applications in various business environments and should broaden the reach of ongoing e-marketing. We hope that researchers will adapt our structural model and begin to explore the relationships that lead to positive identification between the proposed constructs, and measurement of critical e-marketing capabilities.

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## Appendix

Construct	Code	Measures
Entrepreneurial orientation dimensions	EO	
Innovativeness	EOI1	- Airlines firm attach great importance to R&D activities, to technological leadership and to innovations.
Autonomy	EOA1	- Airline firm tries to do everything it can to avoid contact with its competitors
	EOA2	- The people in airline firm are free to realize their potential and develop their functions according to their own ideas.
Competitive aggressiveness	EOC1	- Regarding competitors, my airline firm seeks confrontation, trying to annul or eliminate competition.
	EOC2	- Regarding competitors, my airline firm is very aggressive and intensely competitive.
Proactiveness	EOP1	- In its relations with the competition, my airline firm, which normally starts the actions that its competitors respond to?
	EOP2	

	EOP3	<ul style="list-style-type: none"> <li>- Airline firm is often the first to introduce new products, services, management techniques, etc., before the rest of the competitors.</li> <li>- Airlines firm's directors generally have a strong tendency to be a step ahead of the other competitors in introducing new products and ideas.</li> </ul>
E-Marketing capability	EMC	
Human resources	EMH1	- Our e-Marketing plans are integrated into our overall business plan.
	EMH2	- We have developed and e-marketing culture within our organization.
	EMH3	- Our top management fully supports our e-Marketing activities.
	EMH4	- As top management, we have clearly shown our involvement concerning e
	EMH5	Marketing. - We have few problems to fit e-marketing in the culture of our company.
Business resources	EMB1	- There are set clear priorities for our technology projects
	EMB2	- We regularly measure the effectiveness and the success of our technology projects
	EMB3	- Our technology plans are integrated into our overall business plan
Technology resources	EMT1	- We have formal strategic plan for e-Marketing
	EMT2	- There are set if clear priorities for our e-Marketing projects
	EMT3	- We measure on a regular basis the effectiveness and the success of our e-Marketing projects
You tube for e-business	YOU1	- Providing IT support service for internal and external systems
	YOU2	- Arranging rights and responsibilities for different participants
	YOU3	- Managing inter-organizational conflicts arising from the use of new systems
	YOU4	- Allocating collective B2B business value among all participants
Firm performance	FP1	- Return on investment
	FP2	- Cost position
	FP3	- Profitability