

# Marketing Culture and Its Role in Adopting Strategic Renewal Practices: An Analytical Study of Leaders' Views in the Kufa Cement Factory

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## Abstract

The research aims to test the relationship between the marketing culture in its dimensions (quality of service, personal relationships, the task of selling, organization, innovation and internal communications) and the strategic renewal of its dimensions (exploration, entrepreneurship, investment of opportunities, sharing of leadership), and in order to achieve the goal of the research was collected The data using the questionnaire form from the administrative and technical leaders, which included (102) managers, from workers in the Kufa Cement Factory in the Najaf governorate. The questionnaire data was analyzed through the use of a set of descriptive and inferential statistical tools, and on the basis of which a total of Conclusions were the most important ( the results of the research showed that there is a significant effect of excluding the marketing culture in adopting the practices of strategic innovation ).

**Keywords:** Strategic renewal, Marketing culture, Kufa Cement Factory, Quality of service, Competitive advantage.

## INTRODUCTION

Strategic renewal from the point of view of researchers and specialists in the field of business administration is an urgent need for the success, sustainability and investment of organizations in light of the competitive landscape of industry in the world in general, and in Iraq in particular, which is characterized by the increasing pressures resulting from the emergence of globalization of markets and the fading of restrictions on many industries, and the emergence of forms of New organizational structure of organizations and the increasing speed of modern technological innovations, all of this prompted these organizations to adopt unfamiliar ways of thinking and behaviors to update their strategy in order to maintain their competitiveness, continuity, renewal and

development in a way that makes them able to adapt to their environment. very important in the success of business organizations and ensuring their continuity, namely, marketing culture and strategic renewal, and accordingly, successful organizations deal with strategic renewal as a journey for them, requiring them to continue developing the capabilities of individuals who know them in a way that ensures them achieve alignment and harmony with their external environment.

First: First topic: Research Methodology

### 1. Search problem

Business organizations struggle many challenges that have forced them to think of modern methods, when organizations face a

gradual decline, and are almost unaware of the size of their market share, whether through the decrease in the amount of resources they obtain or in the volume of demand for their products, and marketing culture is one of these methods Which the organization can employ to face such challenges, including industrial organizations, the research sample, as strategic renewal is an urgent necessity to confront the change in the business environment. To keep pace with modern technological developments, the above mentioned research problem is launched through the following question: (To what degree can marketing culture have an important and effective role in adopting strategic renewal practices in industrial organizations).

## 2. Research importance

The importance of research stems from the following:

- i. The description and analysis dealt with the relationship and influence between the two research variables (marketing culture and strategic renewal) that did not reach the sufficient level at the Arab levels in general and the Iraqis in particular.
- ii. This research helps to develop and consolidate the belief among the administrative leaders in the Kufa Cement Factory, the research community in particular, and its counterparts in Iraq in general, of the importance of marketing culture in its dimensions (service quality, personal relationships, sales mission, organization, internal communications, and innovation) as it helps to adopt practices The strategic renewal

that the laboratory will follow to ensure survival, growth and continuity.

## 3. Research goals:

- i. Diagnose and study the relationship and influence between the research variables represented by marketing culture and strategic renewal.
- ii. Supplement Iraqi and Arab libraries in the issue of marketing culture and strategic renewal, which suffer from a clear deficiency in them.
- iii. Recognizing the leadership's starting points in the field of adopting strategic renewal practices.
- iv. help those concerned in managing the Kufa Cement Factory in light of the results that will be reached to develop the necessary programs to benefit from the marketing culture to improve the factory's performance.
- v. Provide recommendations that can serve the research sample factory in the field of its competitiveness.

## 4. Hypothetical research scheme

The hypothetical research scheme was designed based on the intellectual frameworks of the research variables, which are marketing culture and strategic renewal and their sub-dimensions, and in light of the research problem and its objectives. This diagram embodies the correlation and influence relationships between the research variables, according to Figure No. (1).

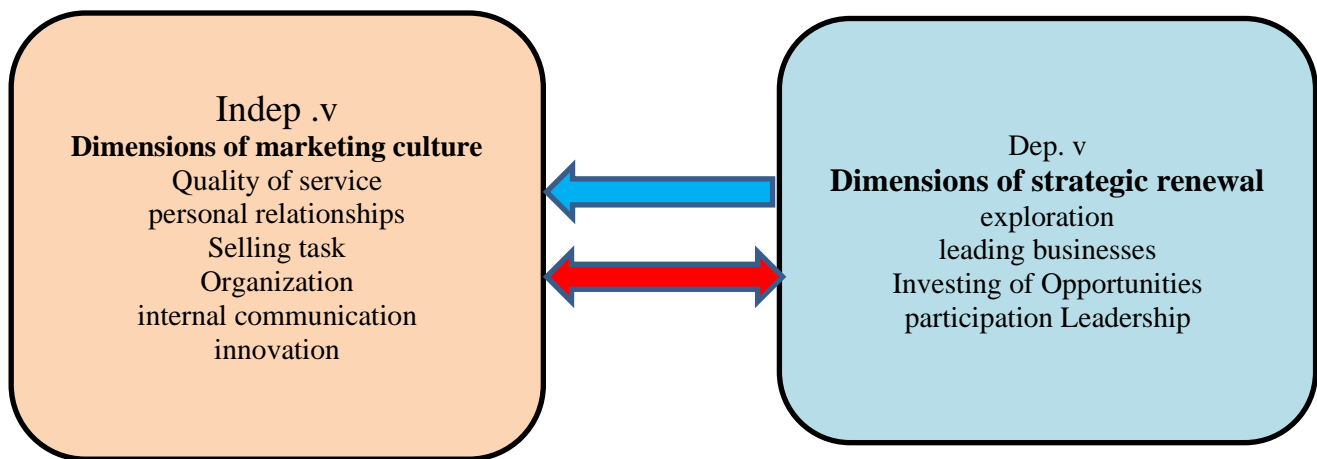


Figure No. (1) *Hypothesis Research Scheme*

In more detail, the graph is seen as consisting of two interacting parts (an independent variable and a dependent variable).

I. The independent variable is represented by the marketing culture and consists of the sub-dimensions (service quality, personal relationships, Selling task, organization, internal communications, and innovation).

II. The adopted variable is strategic renewal and consists of the sub-dimensions (exploration, entrepreneurship, investment of opportunities, and leadership participation).

## 5. Research Hypotheses

The first main hypothesis: "There is a significant correlation between marketing culture and strategic renewal."

H0:1.1: The first sub-hypothesis (there is a significant correlation between service quality and strategic renewal).

H0:1.2: The second sub-hypothesis (there is a significant correlation between personal relationships and strategic renewal).

H0:1.3: The third sub-hypothesis (there is a significant correlation between Selling task and strategic renewal).

H0:1.4: Fourth sub-hypothesis (there is a significant correlation between organization and strategic renewal).

H0:1.5: The fifth sub-hypothesis (there is a significant correlation between innovation and strategic renewal).

H0:1.6: The sixth sub-hypothesis (there is a significant correlation between internal communications and strategic renewal).

The second main hypothesis: "There is a significant effect of marketing culture on strategic renewal."

H0:2.1: The first sub-hypothesis (there is a significant effect of service quality in strategic renewal).

H0:2.2: The second sub-hypothesis (there is a significant effect of personal relationships in strategic renewal).

H0:2.3: The third sub-hypothesis (there is a significant effect of the Selling task in the strategic renewal).

H0:2.4: Fourth sub-hypothesis (there is a significant effect of organization in the strategic renewal).

H0:2.5: The fifth sub-hypothesis (there is a significant effect of innovation in strategic renewal).

H0:2.6: Sixth sub-hypothesis (there is a significant effect of internal communications in the strategic renewal).

## 6. Research sample

The Kufa Cement Factory in Najaf Governorate was selected as a research community. Note that this Factory is one of the large industries in Iraq, and it was planned to cover the local market's need of cement, and the rest is exported, but the Factory is currently the same as the rest of the other factories in Iraq) suffers from several difficulties, including how to renew and develop its operations To keep pace with special developments in the global environment, especially in light of the increasing competition of foreign products. A sample of (102) managers from various leadership positions was targeted, constituting almost all of those who occupy leadership positions in the factory.

## **literature review**

### Marketing culture

Concept: Marketing culture is an essential component of the organizational culture in general, which is closely related to shared values and beliefs that help workers understand the marketing function, and how to feel that function. The areas of the organization's operations, as it is an organizational variable that works efficiently and more effectively on generating basic behaviors in order to develop and provide higher value to the customer, as the retention of customers and the organization's position in the market are closely linked with the marketing culture (Webster, 1995:7). Marketing culture expresses the identity of the organization, and reflects the impression that the organization leaves with its products on all the parties it deals with, such as customers, working individuals, suppliers, competitors, and society as a whole (Lars, 1995: 651). And Marketing culture derives from organizational culture and is part of it, as values constitute the criteria, the means are chosen, and behaviors are formulated (Zostautiene & Vaiciulenaite, 2021: 875). While he said (Deshpande & Webster, 1989: 4) Marketing culture is a pattern of shared values and beliefs that enable employees to understand the marketing function, and thus provide them with rules of

behavior in the organization. Marketing culture is "a market-oriented group culture composed of market-oriented values and actions." and sees (Meyer& Bernier, 2021: 4) Marketing culture is defined as "a set of beliefs and values that serve the customer's behavior directly in target markets."

### Marketing Culture Dimensions

Marketing culture distinguishes itself without other organizational marketing concepts and strategies, through a number of dimensions whose study can give very important information to marketers for the purpose of adapting the marketing mix, as the behavior of workers in marketing management changes depending on the dimensions reached by researchers, and many researchers have contributed In and identified the likes of each of (Harris, 1997: 359, Webster, 1998: 111). (Sadik, 1998: 14), (Appiah- Adu et al. , 2000: 95), (Zostautiene & McNeil, 2000: 67), (Vaiciulenaite, 2010: 877). These dimensions are:

#### I. Service quality

Service quality reflects the extent of interest in producing goods or services at a high quality level, taking into account the needs and requirements of customers in the products provided, and attention to measuring the performance of employees on objective bases and at regular intervals, taking into account accuracy in work performance, respect for employees, their appreciation and pride in the mental image of the organization to which they belong (Hussein, 2015: 59).

#### II. Interpersonal Relationships

The personal relationships of individuals have an important and effective role within the organization in achieving the success of many organizations that are interested in lasting success, and thus there are many studies conducted on many organizations that have been able to achieve success by treating their members as strategic partners in their field of work, while we find other organizations It has the power and treats its employees as mere

tools, so it was not able to achieve such success (Karatepe et al., 2007: 37).

### III. Selling task:

The task of selling is the process of exchanging benefits between the seller and the buyer voluntarily, voluntarily and with full conviction between them (Mitchell, 2006: 21). The sales representative is the front of the organization in front of the customers, as it is the one who carries out the sales operations from the beginning of obtaining the customers' requests to the delivery of the product and the collection of the organization's dues to the customers, which is the main source in financing the activities (Elnahrawy, 2010: 2).

### IV. Organization

Organizing is the second function of the administrative process. It is the process related to defining the organizational structure, assembling the activities and functional tasks of individuals, and coordinating between departments, divisions, and various aspects of work towards achieving the goals of the organization. Working individuals spend most of their time in the organization, they need to know how to be organized, the organization indicates the way in which powers are delegated and the responsibilities, tasks and places of individuals are specified in the organization (Marquis & Huston, 1996: 141), (Ismail, 2009: 151).

### V. Internal Communication

The most important contribution that the marketing department can make with regard to communications is to be highly effective to make others in the organization practice marketing, as we find internal marketing communications describing the work done by the organization to train and motivate employees to serve customers well, and also describe what happens in the organization's work management And what is happening between those who work for the purpose of implementing the operational plan of the work (Kotler, 1997: 437). And sees (Al-Bakri, 2006: 65) communications as "the processes related to the transmission and receipt of information.

### VI. Innovation

Marketing innovation requires organizations to search for the development of their products to achieve great and new benefits for their customers, and work to achieve the maximum possible satisfaction of their needs in order to achieve the competitive advantage that distinguishes them from others through innovation in products, prices, and in promoting this, it is necessary to create an integrated marketing mix and carry out activities Innovative marketing that contributes to developing the organization's performance (Amjad, 2011: 340). This means that marketing innovation stems from a new idea and does not stop at the generation of the idea, but rather goes beyond that in putting this idea into practical application, as it seeks to explore the latent needs of the customer (Sulaimani, 2007: 51).

### Strategic Renewal

Strategic Renewal Concept: Business organizations of all kinds and activities seek to maintain their competitive position and their continued presence in the market due to the rapid changes that the business world is witnessing, while some organizations lose their capabilities and prestige, and others gain what is new from them, which prompted most organizations to develop their capabilities. On strategic renewal to counter those changes (Al-Aboudi, 2019:3). Dutta (2013:5) and (Kylaheiko, 2014:30) define strategic renewal as any action of updating or replacing attributes such as a process, content, or outcome that has significant consequences for the long-term prospects of an organization. (Al-Hadrawi and Al-Baghdadi, 2016: 15) believes that strategic renewal is a continuous and voluntary process that requires a change in the choices of the organization's activities and its outputs. This is what he indicated (Heyden, 2012:2,63). Also, strategic innovation is an adaptive change that ensures the transformation or replacement of one or more core organizational features such as products offered to customers, markets served, technology employed, and organizational design adopted to transform inputs into outputs. While (Chaola et al,

2015:21) strategic renewal is defined as the organization's ability to revive or replace traits that greatly affect future expectations and thus direct management towards this fundamental phenomenon. As for (Friesl et al, 2018: 2), he defined it as the process that affects the long-term viability of the organization, or the development of a set of new capabilities that allow them to compete successfully in the future. (Al-Sharifi, 2017: 62) indicated that strategic renewal is a new administrative process that aims to update or replace the organization's business model to ensure the organization's transformation towards innovation to create opportunities, explore new skills and capabilities, and invest these capabilities to overcome environmental risks in the long run. And (Press et al., 2019: 10) showed that strategic renewal is a perceived emotional state of working individuals, supported by internal and external factors that push them to stay in the organization, improve its performance, and defend it by various available means.

#### Strategic Renewal Dimensions:

Strategic renewal is a highly organized process that directs the work of organizations towards identifying the current opportunity and the possibility of investing it in the future, or a developmental process for the purpose of enhancing and absorbing new knowledge and innovative behavior in the work of individuals in order to bring about a change in the competencies owned by the organization for the better, or exploit the opportunity for growth in The product market (Flier, et al., 2003:2168-2169), and this concept supports the dimensions adopted by the researchers (exploration, entrepreneurship, investment opportunities) (Saez, 2011). The fourth dimension (leadership participation) was added to this study according to the ideas it adopted (Gilbert, 2016: 3). Where he called for the necessity of involving this dimension as it is the coordinator and is able to understand the course of events to deal with the strategy, as leadership participation is responsible for the success or failure of the organization. Its role is to explore opportunities for the future. The

following is an explanation of the strategic renewal dimension.

#### I. Exploration

Researchers believe that organizations can escape the forces of inertia and the need for comprehensive reform at the system level if they promote a gradual process of adaptation and exploration on a continuous basis, that is, strategic renewal (Albert, 2015: 214). Action or strategic approach, investment is linked to familiar change, while exploration is more linked to unfamiliar change, and therefore it requires to achieve an effective balance between them by absorbing new learning and investing what it has in its capabilities as an essential element to achieve strategic renewal (Stienstra, 2008: 31). Therefore (Glaser et al., 2015:308) believes that exploration is the testing of the new product in new markets, which may require new capabilities, skills and knowledge.

#### II. Business Entrepreneurship

Business Entrepreneurship plays an important and major role for survival and growth in achieving success, as it is the engine that drives the economies of many countries that want to reach global competitiveness (Hitt et al, 2011: 380). As for (Stephen M. Ross, 2015:2), entrepreneurship is the main key to the success of organizations today and how to influence learning in all businesses and jobs to meet global challenges. We need an organizational mindset that possesses an entrepreneurial spirit in the application of entrepreneurship.

#### III. Investment of opportunities

Organizations that have knowledge of the internal and external climate give more opportunities to think about the main practices that move the spirit of the organization towards investing opportunities. As for the organizations that do not include strategic renewal as a main practice and do not have the ability to change and sustainable flexibility in investing opportunities, they will lose many of their customers and thus influence the achievement of Renewal (Gilbert, 2016: 2).

#### IV. Leadership Engagement

Leadership Engagement in strategic renewal work is part of a social and emotional commitment (Binns 2014: 23). And (Linda et al., 2012:40) indicated that the ingenuity of leadership and its participation in the processes of strategic renewal through the discovery of new jobs capable of managing new businesses, and that it also contributes to changing the mentality of working individuals to deal with the new vision of the organization.

#### Practical framework for the study:

In this topic, the levels of dimensions and research variables in the research laboratory will be identified through the mean and standard deviation, and at the same time the correlation between the dimensions and research variables will be identified. Through factor analysis and Cronbach's alpha coefficient, as well as the analysis of impact hypotheses.

Table (1) *Descriptive analysis of the dimensions, search variables, and correlation coefficients*

| No | Dimensions                 | Mean | Standard deviation | Ranking | correlation coefficient strategic renewal | morale level |
|----|----------------------------|------|--------------------|---------|---|--------------|
| 1  | Quality of service         | 3.03 | 0.805              | 5       | 0.34                                      | 0.000        |
| 2  | personal relationships     | 3.37 | 0.715              | 4       | 0.16                                      | 0.328        |
| 3  | Selling task               | 3.59 | 0.825              | 2       | 0.31                                      | 0.001        |
| 4  | Organization               | 3.44 | 0.826              | 3       | 0.33                                      | 0.000        |
| 5  | internal communication     | 3.61 | 0.934              | 1       | 0.23                                      | 0.031        |
| 6  | innovation                 | 3.01 | 1.056              | 6       | 0.17                                      | 0.291        |
| 7  | <b>Marketing culture</b>   | 3.41 | 0.821              |         | 0.62                                      | 0.000        |
| 8  | exploration                | 3.15 | 0.532              | 4       |   |              |
| 9  | leading businesses         | 3.25 | 0.905              | 3       |   |              |
| 10 | Investing of Opportunities | 3.33 | 0.681              | 2       |   |              |
| 11 | participation Leadership   | 3.92 | 0.906              | 1       |   |              |
| 12 | <b>Strategic renewal</b>   | 3.14 | 0.752              |         |   |              |

It is noted from Table (1) the following results:

1. Statistical description of the independent variable Marketing culture and its correlation coefficient: The results showed that the marketing culture obtained an arithmetic mean (3.41) and a standard deviation (0.821), and that it obtained a correlation coefficient

First: Descriptive analysis of the dimensions and variables of the research and correlation coefficients: The research consists of two independent variables, the first is the marketing culture and the strategic renewal, as the marketing culture consists of six dimensions (service quality, personal relationships, Selling task, organization, innovation, internal communications), while renewal The strategy consists of four dimensions (exploration, entrepreneurship, investment opportunities, leadership participation). Table (1) will present the statistical description of the research dimensions and its variables, and it will summarize the arithmetic mean and standard deviation for each of them, and any dimension or variable that obtains a hypothetical mean higher than (3) It is accepted and vice versa, then the relationship of dimensions and variables with each other will be shown through the correlation coefficient.

(0.62), which is a positive and significant relationship according to the level of significance that was less than ( 5%), while the dimensions of marketing culture are as follows:

I. Statistical description of the independent variable Marketing culture through (service quality) and its correlation coefficient:

The results showed that the service quality obtained an arithmetic mean (3.03) and a standard deviation (0.805), and that it obtained a correlation coefficient of strategic renewal (0.34), which is a positive and significant relationship according to the level of The morale that was less than (5%) and it got the rank (5) among the other dimensions.

II. Statistical description of the independent variable Marketing culture through (personal relationships) and its correlation coefficient: The results showed that the personal relationships obtained an arithmetic mean (3.37) and a standard deviation (0.715), and that he obtained a correlation coefficient of strategic renewal (0.16), which is positive and not a significant relationship according to The level of morale, which was greater than (5%), has obtained the rank (4) among the other dimensions.

III. Statistical description of the independent variable Marketing culture through (sales task) and its correlation coefficient: The results showed that the sales task obtained an arithmetic mean (3.59) and a standard deviation (0.825), and that it obtained a correlation coefficient of strategic renewal (0.31), which is a positive and significant relationship according to the level of The morale, which was less than (5%), has obtained the rank (2) among the other dimensions.

IV. Statistical description of the independent variable Marketing culture through (organization) and its correlation coefficient: The results showed that the organization obtained an arithmetic mean (3.44) and a standard deviation (0.826), and that it obtained a correlation coefficient with strategic renewal (0.33), which is a positive and significant relationship according to the level of morale that It was less than (5%), and it ranked (3) among other dimensions.

V. Statistical description of the independent variable Marketing culture through (innovation) and its correlation coefficient: The results showed that innovation obtained an arithmetic mean (3.61) and a standard deviation (0.934), and that it obtained a correlation

coefficient (0.23) with strategic renewal, which is a positive and moral relationship according to the level of significance that It was less than (5%), and it ranked (1) among other dimensions.

VI. Statistical description of the independent variable Marketing culture through (internal communications) and its correlation coefficient: The results showed that the internal communications obtained an arithmetic mean (3.01) and a standard deviation (1.056), and that he obtained a correlation coefficient of strategic renewal (0.17), which is a positive and not significant relationship according to The level of morale that was greater than (5%), and it got the rank (6) among the other dimensions.

2. Statistical description of the dependent variable strategic renewal: The results showed that the strategic renewal obtained an arithmetic mean (3.14) and a standard deviation (0.752), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level. As for the statistical description of the dimensions of strategic renewal, as follows:

I. The results showed that the exploration obtained an arithmetic mean (3.15) and a standard deviation (0.532), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level, and it obtained the order (4).

II. According to the results, which showed that entrepreneurship obtained an arithmetic mean (3.25) and a standard deviation (0.905), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level, and it was ranked (3).

III. According to the results that showed that the investment of opportunities obtained an arithmetic mean (3.33) and a standard deviation (0.681), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level, and it obtained the order (2).

IV. According to the results, which showed that the participation of the leadership obtained an arithmetic mean (3.92) and a standard deviation (0.906), which was higher than the



hypothetical mean (3), meaning that it is within the acceptable level, and it obtained the order (1).

Second: Factorial analysis of the research items: In this paragraph, the consistency of the sample answers to the research items will be measured by extracting the saturation percentages for each item, as the application program (SMART PLS) provides a saturation level for each item and a significant level for each of them, and if the saturation percentage is less than (0.05 ) Accept saturation and vice versa will be omitted from the next analysis:

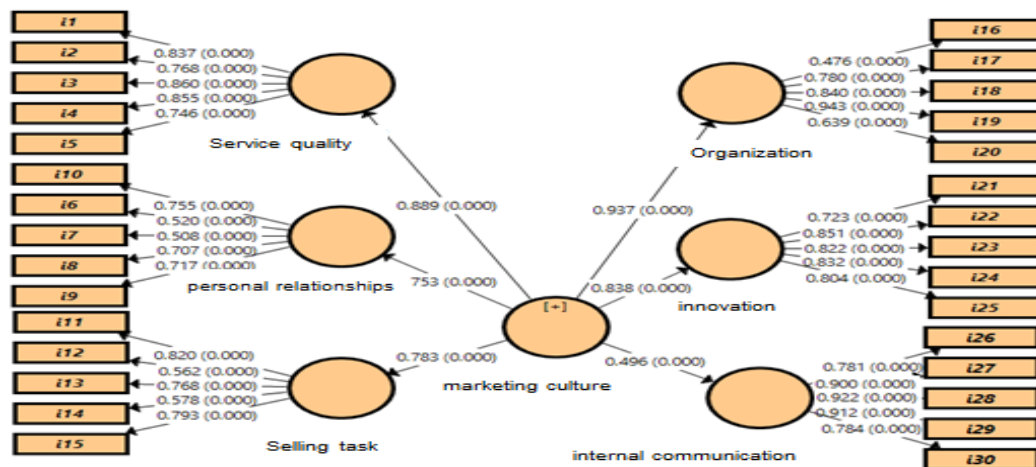


Figure (2) The saturation coefficient of the marketing culture

According to the results shown in Figures (2), it was found that all dimensions of the independent variable marketing culture (service quality, personal relationships, sales mission, organization, innovation, internal communications) were at the acceptable level based on the level of morale, which recorded rates less than (5%). That is, the scale is characterized by consistency that reflects the clarity of the paragraphs, their belonging to the objective to be measured, and the sufficiency of the sample.

1. Factor analysis of the paragraphs of marketing culture: The marketing culture consists of six dimensions (service quality, personal relationships, Selling task, organization, innovation, and internal communications) and each dimension consists of (5) paragraphs, and Figure (2) shows the saturation percentages and the level of morale for each paragraph. From the dimensional paragraphs, the goal is to measure the consistency of the sample answers:

2. Factor analysis of the paragraphs of strategic renewal: The strategic renewal consists of four dimensions (exploration, entrepreneurship, investment opportunities, leadership participation) and each dimension consists of (5) paragraphs, and Figure (3) shows the saturation percentages and the level of morale for each of the dimensions' paragraphs, the goal It is a measure of the consistency of the sample answers:

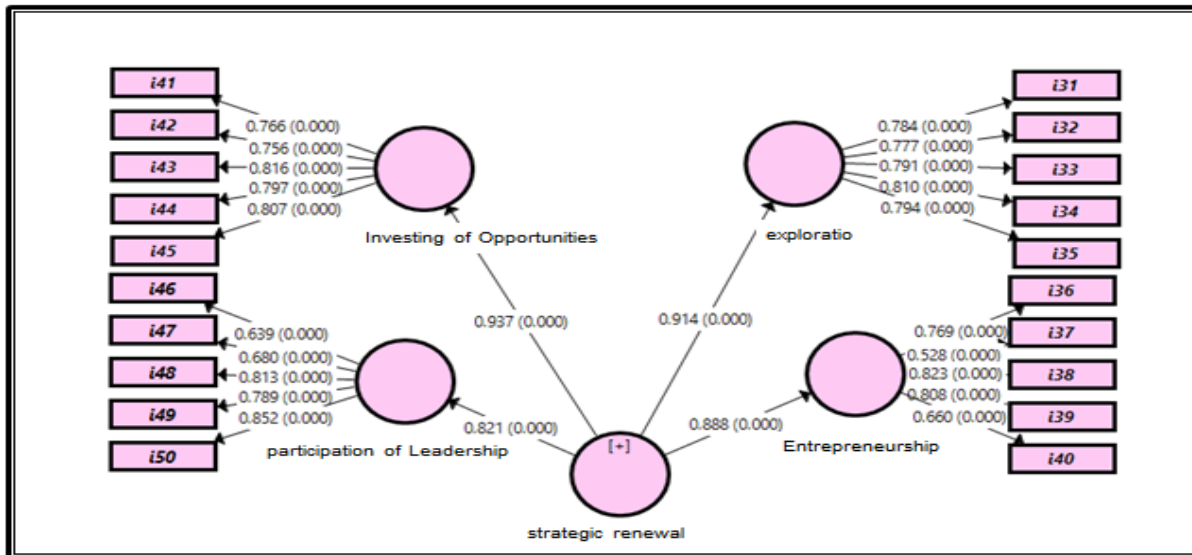


Figure (3) Saturation factor for strategic renewal

According to the results shown in Figures (3), it was found that all dimensions of the dependent variable strategic renewal (exploration, entrepreneurship, investment opportunities, leadership participation) were at the acceptable level based on the level of morale that recorded rates less than (5%), meaning that the scale is characterized by Consistency that reflects the clarity of the paragraphs, their belonging to the objective to be measured, and the sufficiency of the sample.

Third: Testing the research hypotheses: It has been assumed in the research methodology, the first hypotheses test the relationship of the influence of marketing culture on strategic renewal, and the second tests the relationship of the impact of the dimensions of marketing culture on strategic renewal, and the simple and multiple regression method will be used in testing hypotheses using the applied program (SMART PLS) in Extracting the results, as the

results appear in tables and figures, and the effect coefficient and the coefficient of determination will be relied upon in measuring the influence relationship. Either rejecting or accepting the hypothesis will depend on the level of significance (0.05):

1. Testing the main hypothesis: This hypothesis stated that there is a positive influence relationship of marketing culture on strategic renewal at the whole level, meaning that strategic renewal is a real function of marketing culture and that any modification or change in marketing culture will be followed by a similar positive change in strategic renewal, and the relationship will be tested using simple regression. Between the two variables, Figure (4) and Table (2) provided by the above program will be used, which displays some statistics of the simple regression analysis test, which are as follows:

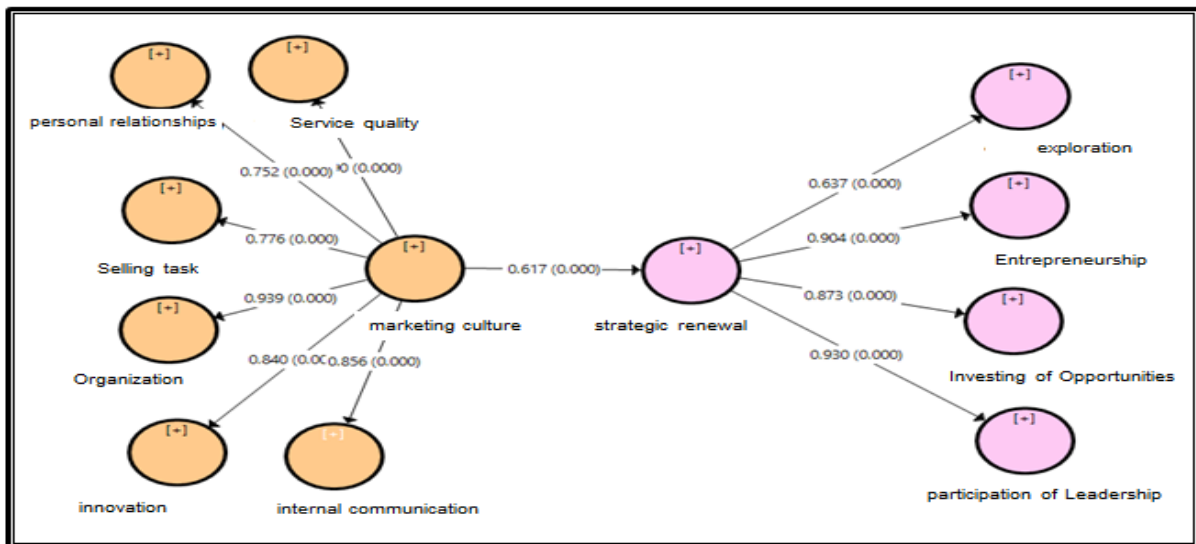


Figure (4) *The coefficient of the influence relationship of marketing culture in strategic renewal*

Table (2) *The results of the influence relationships*

| Indep. v          | Dep. v            | Impact Factor $\beta$ | T. value | coefficient of determination ( $R^2$ ) | F. value | morale level |
|-------------------|-------------------|-----------------------|----------|--|----------|--------------|
| Marketing culture | strategic renewal | 0.62                  | 19.82    | 0.38                                   | 49.84    | 0.000        |

Marketing culture      strategic renewal  
0.62    19.82    0.38    49.84    0.000

It is noted from Figure (4) and Table (2) the results of the influence relationships recorded by the independent variable marketing culture in strategic renewal, as the effect was (0.62), which is positive, which means that any change or increase of one unit in the marketing culture will lead to an increase in strategic renewal. Also, the relationship is significant, because the level of the achieved morale is (0.000), which is less than (5%). As for the quality of the influence relationship, the coefficient of determination reached ( $R^2$ ) (0.38), which means that the marketing culture explains the amount of (0.38) of the variance that occurred in the strategic renewal, which is significant according to the level of significance recorded by the calculated value of (F) (19.82), which is the largest From its schedule (4.00), and

according to these results, this hypothesis is accepted.

2. Testing the sub-hypotheses: This hypothesis stated that there is a positive influence relationship to remove the marketing culture (service quality, personal relationships, sales mission, organization, innovation, internal communications) in strategic renewal at the whole level, meaning that strategic renewal is a real function to remove the marketing culture and that any modification Or a change in the dimensions of the marketing culture, which will be followed by a similar positive change in the strategic renewal, and the relationship will be tested using multiple regression between the dimensions of the independent variable and the dependent variable, and Figure (5) and Table (3) provided by the program above, which display some statistics of the multiple regression analysis test, will be used. It is as follows:

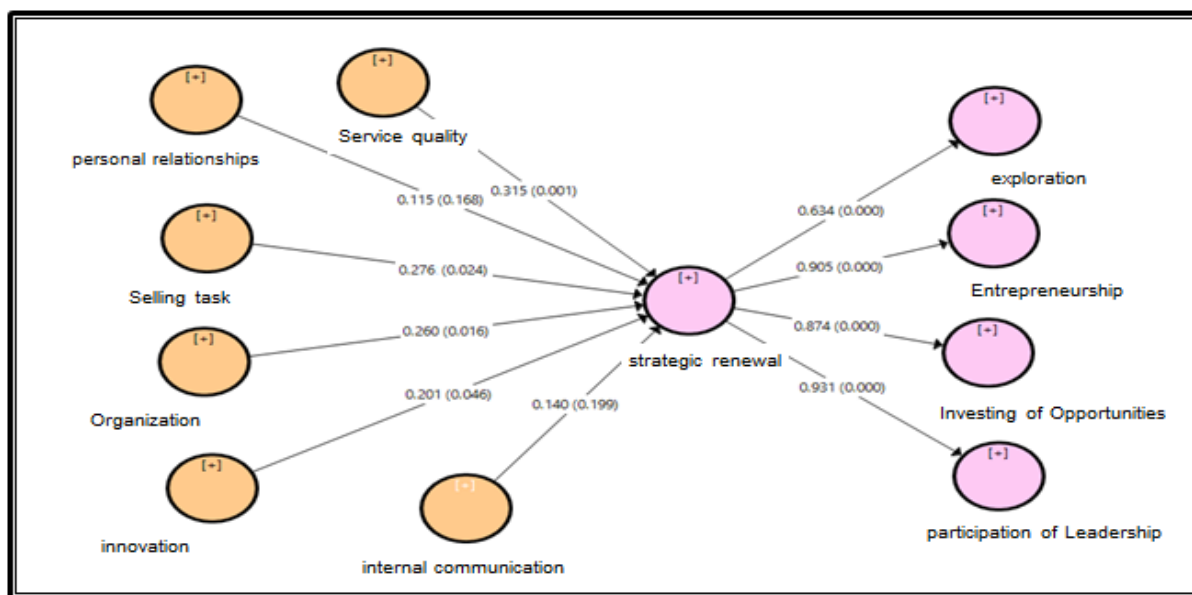


Figure (5) The coefficient of the influence relationship for the dimensions of marketing culture in strategic renewal

Table (3) multiple regression analysis

| Indep. v               | Dep .v            | Impact Factor $\beta$ | T . value | coefficient of determination ( $R^2$ ) | F . value | morale level |
|------------------------|-------------------|-----------------------|-----------|--|-----------|--------------|
| Quality of service     | strategic renewal | 0.32                  | 2.890     | 0.43                                   | 14.25     | 0.001        |
| personal relationships |                   | 0.12                  | 0.927     |  |           | 0.198        |
| sales mission          |                   | 0.28                  | 2.681     |  |           | 0.024        |
| Organization           |                   | 0.26                  | 2.506     |  |           | 0.016        |
| internal communication |                   | 0.20                  | 2.192     |  |           | 0.046        |
| innovation             |                   | 0.14                  | 0.927     |  |           | 0.199        |

It can be seen from Figure (5) and Table (3) that the quality of the effect relationship has reached the coefficient of determination ( $R^2$ ) (0.43), which means that the dimensions of marketing culture explain the amount (0.43) of the variance that occurred in the strategic renewal, which is significant according to the level of morale that It was recorded by the calculated (F) value (14.25), which is greater than its tabulation of (3.80), and the results of the impact relationships recorded by (quality of service) in the strategic renewal, as the effect amount was (0.32) which is positive means that

any change or increase of one unit In (service quality), it will lead to an increase in strategic renewal, and the relationship is significant, because the level of morale achieved is (0.001), which is less than (5%). According to these results, this hypothesis is accepted.

As for the results of the influence relationships recorded by (personal relationships) in the strategic renewal, as the amount of influence was (0.12) which is positive, it means that any change or increase of one unit in (personal relationships) will lead to an increase in the strategic renewal, just as the relationship is not significant and that Because the level of the

achieved morale is (0.168), which is greater than (5%). According to these results, this hypothesis is rejected.

The results of the influence relationships recorded by (the selling task) in the strategic renewal, as the effect was (0.28), which is positive, which means that any change or increase of one unit in the (selling task) will lead to an increase in the strategic renewal, and the relationship is significant, because The level of the achieved morale is (0.024), which is less than (5%). According to these results, this hypothesis is accepted.

Also, the results of the influence relationships recorded by (organization) in strategic renewal, as the amount of influence was (0.26), which is positive, which means that any change or increase of one unit in (organization) will lead to an increase in strategic renewal, and the relationship is significant, because the level of The achieved morale is (0.016), which is less than (5%). According to these results, this hypothesis is accepted.

As for the results of the influence relationships recorded by (innovation) in strategic renewal, as the effect was (0.20), which is positive, it means that any change or increase of one unit in (innovation) will lead to an increase in strategic renewal, and the relationship is significant, because the level of morale The realization is (0.046), which is less than (5%). According to these results, this hypothesis is accepted. Finally, the results of the influence relationships recorded by (internal communications) in strategic renewal, as the effect was (0.14), which is positive, which means that any change or increase of one unit in (internal communications) will lead to an increase in strategic renewal, and the relationship is not significant, and that Because the level of the achieved morale is (0.199), which is greater than (5%). According to these results, this hypothesis is rejected.

### Conclusions:

1. The results of the research showed that there is a significant effect of removing the

marketing culture in adopting the practices of strategic renewal.

2. We conclude from the research that marketing culture is a component of the total culture and an element of the organizational culture of market-oriented industrial organizations.

3. Strategic renewal is an urgent necessity for any organization that wants success, growth and sustainability in the current business environment.

4. There is an interaction and integration between the marketing culture and the practices of strategic renewal of the plant, which contributed to making the plant management permanently ready to face various unstable environmental conditions and making individuals in the work environment possess the values of a marketing culture capable of adapting to modern technological developments.

5. The managers in the organization tend to adopt the practices of strategic renewal, and this was shown by the analysis of the weighted arithmetic circles, knowing that it corresponds to the marketing culture of the managers of the research sample organization.

### Recommendations:

1. It is necessary for the management of the laboratory to identify the strengths of its marketing culture and work to strengthen them, identify weaknesses and work to address or reduce them, and work to improve the performance of the laboratory, and this is by continuous evaluation of the marketing culture with the aim of building a strong and effective culture that contributes to achieving the objectives of the laboratory in question.

2. Emphasizing that the marketing culture is the responsibility of all individuals working in the factory and motivating them financially and morally towards paying attention to quality, especially in the production departments by providing high quality products.

3. The conviction of the factory management in the inevitability of strategic renewal can facilitate the implementation of this renewal, especially if the factory management has no way but to renew so that the factory ensures its continuity of work in the Iraqi market, which is witnessing intense competition at the present time, with an emphasis on the policy of supporting the national product.

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