

## Marketing Knowledge and Its Role in Enhancing the Competitive Abilities

### An Analytical study of a sample of productive organizations in Dohuk Governorate

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#### ABSTRACT

The research aim of this study is to clarify the concept of marketing knowledge in enhancing the competitive abilities of a sample of productive organizations in the governorate of Dohuk. As the marketing knowledge and competitive abilities are considered as crucial elements for marketing controlling and discipline. The sample of the research included some productive organizations that consist of (54) working individuals. The results of the questionnaire have been statistically analyzed, processed, and displayed using the statistical package of (SPSS-21) with statistical measures of dispersion and the two relationships of correlation and influence. The results of the analysis showed that the degree of total agreement reached the value of (70.5%), and for the variable of competitive abilities reached the value of (69.4%). Thus, the testing of the research hypotheses resulted in that: There is an indeed a positive correlation and impact between the independent and dependent research variables. One of the most important findings of this research is that: The



ability of the studied organizations in further development and improvement in the marketplace and to compete its competitors depends mainly on what knowledge and experiences it has, also the way these experiences used to support the organizational work, direction and goals. Among the recommendations is that: The studied organizations should have the culture of participation and dependency on scientific research and findings, whether by going back to gain and use of skills and experiences that will contribute to the development of the work of organizations or by referring to the specialized consultancy bureaus that offers advices based on science, research and auditing.

## **1. Introduction**

Modern business organizations live in a world characterized by uncertainty in the market and competitive changes. Thus, the distinction of an organization is represented in its marketing knowledge with its distinctive abilities. In fact, marketing knowledge represents the discipline guidance for the members of the organization toward development of a wide and complex marketing procedures, which is in turn represents an interrelated component of general concept of organization's knowledge to help perceiving and understanding the competitiveness environment of the organization. This understanding will help in the sustainability and success of the organization when it faces the challenges that forms boundaries in the path of its development. Therefore, marketing knowledge is considered as an important base in marketing discipline, because it represents a core pillar in the formulation of successful marketing plans based on the wisdom of the mind in measuring various market variables, and to know their size and their impact on the performance of the organization through the use of available techniques in order to obtain information about market segments, product status and the point of strength of its competitors. As the business organization that seek its sustainability, it needs to provide the information and the full knowledge about all of its customers and competitors in the same industry, also to know the new products that fulfils the market demands.

## **1. Research Methodology**

### **1.1 Research Problem**

Marketing organizations work on evaluating their performance about knowledge and creativity using their leadership in production processes, strengthening research and development activities, and providing the necessary capabilities for organizations to remain strong with a market share compared to other organizations. Many customers wonder about the secret of the survival of giant organizations and the disappearance of some organizations from the marketplace, because these organizations live in a rapidly changing world that needs to create and develop events in a smarter and creative way in order to survive and continue in competitive markets, and therefore contemporary organizations must carry out marketing operations Integrated and coordinated in order to face internal and external environmental challenges, and there are opportunities to be discovered and developed and risks that should be planned, and based on the foregoing, the research problem emerges with a fundamental question that: Is it possible for the surveyed organizations to benefit from marketing knowledge and achieve creativity in their marketing work to reach competitiveness with their capabilities? Accordingly, the following questions were raised:

1. What are the dimensions of marketing knowledge that the studied organizations can gain in their pursuit of marketing knowledge and in their relationship with customers?
2. Can the marketing knowledge management contribute to enhancing the competitive capabilities of the surveyed organizations?
3. Which competitive abilities can be distinguished by the selected organizations in this study against the other competing organizations?
4. What is the relationship of correlation and influence between marketing knowledge and competitive capabilities?

### **1.2 Importance of Research**

The research studies by provoking the motives of the surveyed organizations to interest in the dimensions of marketing knowledge in providing the appropriate



competitive capabilities for the researched productive organizations through optimal use of the opportunities available to them, which help them determine and reach the weaknesses that these organizations suffer from. The importance of this study lies through the presentation of the following points:

1. Clarification and discovery of the role of marketing knowledge in the competitive capabilities of sample organizations and their respond to the current and future business environmental changes.
2. Analysis of the relationship between the variables of marketing knowledge and competitive capabilities in the investigated productive organizations.
3. Planning and knowledge foresight of organizations, which is distinctively reflected on their strategic objectives in order to achieve their competitive abilities through its marketing knowledge in the markets.

### **1.3 Research Objectives**

1. Studying the research variables represented in marketing knowledge and competitive capabilities of business organizations in order to spread the awareness in the studied organization.
2. Analyzing the relationship between the research variables to find or identify the availability of marketing knowledge and its role in enhancing the competitiveness of the surveyed organizations.
3. Identifying the extent of the impact of marketing knowledge on enhancing the competitiveness of the surveyed organizations.
4. Presenting suggestions that would activate marketing knowledge and enhance the competitive capabilities of organizations.

### 1.4 The Hypothetical Research Scheme



Figure (1): Hypothetical Research Scheme

### 1.5 Research Hypotheses

The two main hypotheses were formulated in line of the current research are as follows:

1. *The first hypothesis:* There is a significant direct correlation between marketing knowledge and competitive capabilities. Sub-hypotheses emerge from this hypothesis in terms of its dimensions, which include the dimensions of marketing knowledge represented by (content of operations, organizational processes, the golden rule of the organization) and the dimensions of competitive capabilities represented by (organizational structure, organizational resources, organizational culture).
2. *The second hypothesis:* Marketing knowledge has a significant effect on competitive capabilities. Sub-hypotheses emerge from this hypothesis in terms of its dimensions, which include the dimensions of marketing knowledge represented by (content of operations, organizational processes, the golden rule of the organization) and the dimensions of competitive capabilities represented by (organizational structure, organizational resources, organizational culture).

### 1.6 Research Boundaries

**1: Temporal Boundaries:** The time span of the research is represented in the period from 1/6/2021 to 1/1/2022.

**2: Human Boundaries:** The research sample of the surveyed organizations included (54) individuals working in a number of productive organizations operating in the governorate of Dohuk. These individuals working as directors, director assistants and vice directors, and heads of the main departments and sub-units in the organization. Interviews were conducted with specialized working individuals in order to obtain the most important information about the nature of business in the surveyed organizations, and (60) forms were distributed, and (54) forms were returned.

**3: Spatial Boundaries:** The surveyed organizations are productive organizations that have the elements of obtaining the required information. They were chosen as a field of research as they are among the important organizations working in the private sector, in addition to their products offered throughout the year and the concerted creative efforts in the organization towards the continuation of work and the development of its services. The following table shows those companies and organization, the nature of their work, their location, and the number of forms distributed and returned:

Table (1): Frequency Distributions, Percentages, Means, Standard Deviations, Response to the Organizational Processes.

	<b>Organization Name</b>	<b>Product of Organization</b>	<b>Location</b>	<b>No. of Distributed Forms</b>	<b>No. of Returned Forms</b>
1	Diminta Cosmetic	Detergent	Batel / Duhok	10	10
2	Zakho Factory	Dairy	Shinava / Zakho	10	10
3	Salim Assaraf	Food	Zakho	10	8
4	Melik Factory	Biscuits	Zakho	10	10
5	Halmat Factory	Construction	Kwashe / Duhok	10	7
6	Almas Factory	Construction	Kwashe / Duhok	10	9
				60	54

Reference: Prepared by researchers.



## **1.7 Analysis Methods**

The statistical program of Statistical Package for the Social Sciences (SPSS) is used, specifically as the following:

1. Using of Dispersion Measures to display and analyze the results of the answers.
2. Using of Pearson Correlation Coefficient to determine the nature of the relationship between marketing knowledge and competitive abilities.
3. Using of Multiple Regression in measuring the morale effect of the independent variables on the dependent variable.
4. Using of Coefficient of Determination ( $R^2$ ) to show the percentage of difference in the second variable, and the (F-test) test to identify the correlation and the effect of the first variable on the second variable, as well as the (T-test) test.

## **2. The Theoretical Framework**

### **2.1 Marketing Knowledge**

#### **2.1.1 Concept**

The power of modern globalization has helped organizations develop modern competencies that enabled them to obtain extraordinary returns in global markets, which aim with creating a global market advantage. Among these competencies are knowing the customer, product, supplier and the competitor (Critsch & Cranke 2004: 3). The concept of marketing knowledge was studied and defined by some authors as referring to the occurrence of cognitive overlap in the function of marketing management and the general strategy of the business organization. This positive outlook opened the way for many intellectual innovations to develop knowledge in business strategies, and that marketing knowledge management is considered as one of the competitive abilities of the organization (Sheikh and Al-Araba, 2016:7).

Marketing knowledge is both the declared knowledge and the procedural knowledge, which is represented by marketing thinking and helps the organization to reach the marketing goals (Florian, 2008: 129). Also, it represents a set of ideas, judgments, impressions and a well-established mental image of the organization's management towards market changes and current and potential customers. Marketing knowledge is defined as one of the learning skills of the marketing organization as well as



acquiring, creating and transferring and retaining this knowledge for management development or creativity in products (Al-Dawai, 2017: 4).

Thus, marketing knowledge represents the main resource for the organization to create and sustain the development of markets, which is found in three main marketing processes: product development management, customer relationship management, and supply chain management, therefore the marketing knowledge is the extent to which these processes are understood, controlled, and applied in new markets (Antonio, et al., 2005: 2).

### **2.1.2 Importance**

Marketing knowledge is an essential source of economic development, and therefore marketing knowledge management is important for marketers, as it originates from three main processes in marketing: product management and development, customer relationship management, supply chain management and its relationship to marketing creativity (Hamoudi and Al-Tai, 2014: 138). The (Lorenzon, et. al, 2005: 2) believes that marketing knowledge makes business organizations able to identify efficient business partners in order to build capabilities that lead to more innovative ideas as well as push organizations to search and create for better products and enables the organization to identify better partners In order to build organizational capacity in the long term. And the importance of marketing knowledge is represented in the following (Jathir and Ramadan, 2014: 112) (Zachary, 2002: 8):

1. Possession of marketing knowledge will increase the organization's ability to interact with the environment in a better way.
2. Marketing knowledge is the basis for the organization to possess and maintain a competitive power.
3. Marketing knowledge is an important and basic source for achieving significant economic savings for the organization.
4. The ability of the research and development department in the organization to develop new and distinct products capable of satisfying the needs and desires of customers.
5. The intense competition and continuous innovations contributed to the emergence of market's leading organizations, which take seriously the



competitive considerations imposed by environmental changes. In addition, marketing knowledge should make business organizations able to identify competent business partners in order to build abilities that lead to more innovative ideas in marketing knowledge (Antonio, et. al, 2005: 2).

### **2.1.3 Dimensions of Marketing Knowledge**

It requires the organization, in light of the complex business environment and intense competition and extreme complexity, to adopt comprehensive marketing knowledge by taking into account the dimensions of this knowledge, which makes the organization able to obtain comprehensive marketing knowledge (Al-Dawai, 2017:7). Based on the opinions of researchers, dimensions of marketing knowledge can be clarified as follows (Marillo and Anabi, 2002: 267) (Raouf and Hamdi, 2010:86) (Hamoodi and Tae 2014:138):

1. **Organizational Processes:** These processes are considered an important resource through which the organization carries out its knowledge processes to the customer to help him take appropriate decisions, also transferring them between working individuals and organization itself in the form of policies, procedures, rules and evidence, as well as transferring its marketing knowledge to suppliers (Marillo & Anabi, 2002: 267), and the orientation is limited to achieve business in the field of internal work of the organization and not achieving results (Daft, 2004: 291), and the stages should be utilized to enhance the marketing knowledge it holds through the following mechanisms (Raouf and Hamdi, 2010: 88):
  - Determining the goals of knowledge by diagnosing the core knowledge of the of the organization and use its future needs from this knowledge.
  - Knowledge based differentiation of the organization compared to its competitors.
  - The sustainability of the marketing knowledge.
  - Spreading of the marketing knowledge.
2. **The Golden Rule of the Organization:** the planning of marketing activity through the development of well-studied plans that show the marketing objectives and methods to achieve them, full coordination between marketing activities and

finding mechanisms for integration between the various marketing functions, which helps to achieve the objectives of the organization (Abd and Naji, 2011: 45), and to improve performance determine problems and opportunities and developing a practical proposal plan there must be an adaptation to the needs of the organization, which will help give the organization a distinction and advancement over competitors (Kotler, 2001:708), so it is necessary that it be flexible, easy to access and updated in information and matches with the organization's strategy and that it be Recognizing all of this by adopting a knowledge marketing audit (Al-Bakri, 2004:11), and that marketing knowledge, identifying customer needs, comprehensive planning and setting marketing goals help organizations keep pace with the rapid changes in their environment, and also help create large strategic tools, and achieve rapid innovation an continuous in products and processes. (Daft, 2004: 352).

3. **Operations Content:** Operations content represents the aspects of distinction and differentiation of organization's knowledge skills in the marketing field, and directing the related information to its achieving goals (Raouf and Hamdi, 2010: 87), and that the content in marketing knowledge operations seeks to understand all Market data for determining consumption patterns as well as the cultural aspects of the targeted groups in addition to analyzing and studying marketplaces, and taking every appropriate marketing strategy for each situation within the limits of the available balance between financial resources, and monitoring all competitors as well as alternative products and competition in a way that helps determine the competitive position of the fields of strategic activities at the organizational level (Sheikh and Al-Araba, 2016: 8).

## **2.2 Competitive Abilities**

### **2.2.1 Concept**

The method that depends on competition in organizational performance and the abilities to manage the organization and the ability to compete successfully in the business environment (Al Kubaisi and Ghaleb, 2019: 27). The term abilities emphasize the strategic role of the competitive response in appropriate adaptation, integration, reconfiguration, internal and external organizational imbalance, and resources to suit



environmental changes (Al-Hawajra and Al-Azab, 2019: 29). It means the ability to perform business better and get distinguished from the rest of the competitors using a competitive advantage that is difficult for competitors to imitate (Al-Burai, 2007: 27). Which indicates the ability of the organization to derive new and innovative forms of competitive distinctions based on administrative and organizational processes and the organization's resources through its developmental path (Ambrosini, et. al, 2009: 10). (Jose & Jose, 2009: 47-66) indicates that the organization's management must realize that its existing competitive abilities and may not provide that support in the future if environmental conditions change, therefore it must learn how to manage its competitive abilities in order to make appropriate adjustments, and that preserve hidden and potential as well its apparent abilities in order to be able to transform them into core abilities with more clear and practical way. And the concept of competitive abilities is the skill, mechanism, tangible or intangible resources that allow it to provide values and benefits to consumers, whose values exceed those offered by competitors and thus express the skills of strength, excellence and distinction (Madani, 2018: 219). Competitive abilities are defined as an indicator of the organization's strength and ability to compete and crowd out other organizations operating in the market that offer the same products or alternative products that work to meet of customers' demands and the extent of the organization's ability to change, develop and renew according to the surrounding circumstances, and its ability to solve problems on a regular basis, which It consists by going towards sensing the opportunities and threats, in order to make timely market-oriented decisions and towards changing its base of resources (Lidia, 2010: 256). Thus, the ability of any organization depends to a large extent on its organizational resources that are able to provide products of a certain quality at a certain price and more efficiently than competitors to meet the different and diverse desires of consumers (Al-Khafaji, 2015: 183).

### **2.2.2 Importance**

The importance of competitive abilities shows by its working to absorb new technologies and reconsidering organizational structures with the aim of gaining flexibility, and ensuring the effectiveness of the organizational elements that support



production capacities, with the possibility of adopting the idea of flexible production that provides the actual opportunity to identify customers' demands (Al-Salami, 2005: 106). Competitiveness enables small organizations to enter the arena of competition with large organizations internally and externally and gives them the opportunity to participate in the international marketplace (Al Kubaisi and Ghaleb, 2019: 29). And through organizational abilities, it can achieve sustainable distinction, which will help in identifying the needs of customers and then responding to them, and identifying developments in the products of competitors, and thus providing distinguished and better products (Shceen & Ming, 2007:829). Since competitive abilities are of such interest, this may explain to us that they play active roles in enabling organizations to solve their problems and then improve the formulation of their decisions in order to motivate their organizational innovators (Chen, et. al, 2009: 80). And when it works to unify all its internal activities, possessing natural resources for its knowledge skills, and possessing highly experienced workers, it enables it to have a competitive position that helps it succeed and outperform competitors (Porter, 2012: 19). The competitive abilities also contribute to the formation of actual value to customers, as well as the possibility of improving the reputation of the organization and demonstrating its value (Mock and Hajira, 2011: 3), and this is an indication of the possibility of distinguishing it over competitors, and when the organization owns and exploits its resources and organizational abilities, it will achieve a competitive advantage and distinction over its competitors ( Al-Khafaji, 2015: 184).

### **2.2.3 Dimensions of Competitive Abilities**

A. **Organizational Structure:** The organizational design of organizations represents the outputs of the decision-making processes, which include the business environmental elements, the strategic choice, and the technological elements. It represents the official system of the organization through the relations and duties that explain the use of individuals for the organizational resources toward achieving their goals, meaning it is a tool for achieving the specific goals of duties and responsibilities among individuals and departments (Jones & George, 2012: 475), and it is clearly reflected on the organizational map. This map explains the

total frame of the operations and activities included in the design. The main element that is included in the structure is collecting the official tasks in each department, human resources and relations which determine the boundaries of of authorization, decision responsibility, organizational levels in its hierarchy and the process of active coordination (Daft, 2004: 51). The organizational structure is defined as the pattern or form of functions and groups within the organization, which is an important thing for individuals to direct the behavior of groups in the organization to perform their work (2008: 78 Jones & Hitt,).

- B. Organizational Resources: Organizations' owning and acquiring resources helps them add new obstacles to involve new competitors into the industrial sector in which they operate, and that the organizations' differentiation in owning different types of resources, some of which can be imitated, and what is described as difficult to imitate can lead building the strategic abilities (Afuah, 2004: 112). And the more the organization is equipped with more resources and a greater ability to use them, the more likely it will be to develop a more distinctive or complex strategy, that the organization's resources are all the assets, abilities, information and knowledge that are controlled by it to help it implement strategies that enhance its efficiency and effectiveness (Prime & Butler , 2002: 22). Whereas (Nogwi, et. al, 2001: 2) considers that the resources of the organization used internally and other resources are flexible.
- C. Organizational Culture: It is not possible to form knowledge of the organization unless it possesses a culture that enables it to understand the distinct experiences in the markets and innovative practices, which leads to the ease of transferring and managing marketing knowledge, as it occupies a wide area of diversity and multiplicity at different levels that reflect the reality of contemporary life with its multiple patterns and renewed interactions. , and its cumulative contents, represented by the effort exerted to reduce the scientific, technical and information gaps (Hamoudi and Al-Tai, 2014: 139). And (Elliott, 2004: 47) sees the organizational culture as the inter-integrated components in some of them summarized in organizational practices related to the behavior of workers, including physical as symbols and products, others expressive such as the assumptions under which the organization was established and the well-known



values and rules that contribute to the rapid response to meet the needs of the customer. Or it is a set of basic principles invented by distinguished people in order to solve problems in terms of adapting to the organizational environment (Edgar, 2009: 27).

### **3. The Practical Side of Study**

First: Research Variables Description

This section is dedicated for describing the research variables in this study.

#### **3.1 Describing the Dimensions of Marketing Knowledge**

##### **3.1.1 Operations Content**

From Table (2) it is notable that there is a positive agreement percentage between the individual respondents of (74.44%), the percentage of neutrals of (17.04%) and disagreement (8.52%), all of which came with an arithmetic mean of (3.91) and a standard deviation of (0.97) and a response rate of (78.22%). The most important factors that reinforced the percentage of agreement is factor of (X3) that our organization focuses on the information related to the goals it seeks to achieve and all of it, came with an arithmetic mean of (4.13) and a standard deviation of (1.04), and the response rate for this factor was of (82.59%), and the factor of (X5) that our organization aims to push customers to make a strategic decision to purchase its products, and it came with an arithmetic mean of (4.07) and a standard deviation of (1.03) and the response rate for this factor is (79.60%), and the factor of (X1) that our organization has distinctive knowledge qualities in the field of marketing operations, which came with an arithmetic mean of (3.94). and with a standard deviation of (0.98) and the response rate for this factor is (78.89%). This indicates the importance of the availability of information in determining the goals that organizations seek to achieve, so that these organizations can urge their customers to make the appropriate purchase decision regarding the acquisition of their products.

Table (2): Frequency distributions, percentages, mean, standard deviations, and response to the process content.

Independent variable	Frequency Distributions and Percentages													Arithmetic Mean	Standard Deviation	Response Ratio
	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree						
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%					
Process Content	X1	10	18.5	35	64.8	7	13	0	0	2	3.7	3.94	0.98	78.89		
	X2	15	27.8	25	46.3	8	14.8	6	11.1	0	0	3.91	0.97	78.15		
	X3	23	42.6	19	35.2	9	16.7	2	3.7	1	1.9	4.13	1.04	82.59		
	X4	9	16.7	20	37	15	27.8	9	16.7	1	1.9	3.5	0.87	70		
	X5	16	29.6	29	53.7	7	13	1	1.9	1	1.9	4.07	1.03	81.48		
	Overall Index	27.04		47.41		17.04		6.67		1.85		3.91	0.97	78.22		
	74.44			17.04			8.52									

Source: Prepared by researchers.

### 3.1.2 Organizational Processes

From Table (3) one can notice that there is a positive agreement among the individual respondents with a percentage of (62.96%), and the percentage of neutrals was (24.81%) and disagreement as (12.22%), all of which came with an arithmetic mean of (3.69) and a standard deviation of (0.91) and a response rate of (73.85%). Among the most important factors that reinforced the percentage of agreement is the factor of (X9) that the management of our organization is characterized by its possession of knowledge in the marketing aspect, which enables it to compete in the markets, all of which came with an arithmetic mean of (3.91) and a standard deviation of (0.97), and the response rate for this factor was (78.15%), and factor (X6) which states that our organization sets the possible substantive goals for the implementation processes, that came with an arithmetic mean of (3.72) and a standard deviation of (0.92) and the response rate for this paragraph was (74.44%), and the factor of (X8)

that our organization focuses on studying most of the variables that affect in the organizational goals that are determined, which came with an arithmetic mean of (3.65) and a standard deviation of (0.90), and the response rate for this factor was (72.96%). This indicates the need for the surveyed organizations to possess marketing knowledge because of their great role in the possibility of outperforming competitors through their ability to identify critical goals that should be focused on achieving more than other goals in order to achieve effective implementation.

**Table (3): Frequency Distributions, Percentages, Means, Standard Deviations, Response to the Organizational Processes.**

Independent variable	Frequency Distributions and Percentages													
	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviation	Response Ratio
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Organizational	X6	10	18.5	25	46.3	14	25.9	4	7.4	1	1.9	3.72	0.92	74.44
	X7	6	11.1	22	40.7	22	40.7	4	7.4	0	0	3.56	0.88	71.11
	X8	11	20.4	21	38.9	14	25.9	8	14.8	0	0	3.65	0.9	72.96
	X9	17	31.5	21	38.9	11	20.4	4	7.4	1	1.9	3.91	0.97	78.15
	X10	13	24.1	24	44.4	6	11.1	6	11.1	5	9.3	3.63	0.89	72.59
	Overall Index	21.11		41.85		24.81		9.63		2.59		3.69	0.91	73.85
	62.96				24.81		12.22							

Source: Prepared by researchers.

### 3.1.3 The Golden Rule

From Table (4), it is notable that there is a positive agreement between the respondents with a percentage of (74.07%), the percentage of neutrals of (13.70%) and disagreement of (12.22%), all of which came with an arithmetic mean of (3.93) and a standard deviation of (0.98) and a response rate of (78.52%). Among the most important factors that contributed to the percentage of the agreement are: Factor of





(X13) which states that our organization is constantly working to improve its products and outperform competitors, which came with an arithmetic mean of (4.24) and a standard deviation of (1.09) and the response rate for this factor is (84.81%). The factor of (X12) states that our organization coordinates and integrates marketing functions according to market demands, which came with an arithmetic mean of (4.13) and a standard deviation of (1.04) and the response rate for this factor is (82.59%). The factor of (X12) that our organization is developing action plans clearly showing the means of achieving them, which came with an arithmetic mean of (3.81) and a standard deviation of (0.95) and the response rate for this paragraph is (76.32%). This indicates the efforts of the researched organizations to continuously improve their outputs from the products they provide to their customers through achieving integration and compatibility between their functions and marketing operations and between the requirements and needs of their customers

Table (4): Frequency distributions, percentages, mean, standard deviations, and response to the Golden Rule.

Independent variable	Frequency Distributions and Percentages													
	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviation	Response Ratio
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
The Golden Rule	X11	11	20.4	28	51.9	9	16.7	6	11.1	0	0	3.81	0.95	76.32
	X12	23	42.6	22	40.7	3	5.6	5	9.3	1	1.9	4.13	1.04	82.59
	X13	27	50	19	35.2	3	5.6	4	7.4	1	1.9	4.24	1.09	84.81
	X14	16	29.6	22	40.7	9	16.7	4	7.4	3	5.6	3.79	0.93	76.3
	X15	14	25.9	18	33.3	13	24.1	6	11.1	3	5.6	3.63	0.89	72.59
	Over all Index	33.7		40.37		13.7		9.26		2.96		3.93	0.98	78.52
		74.07				13.7		12.22						

Source: Prepared by researchers.

### **3.2 Describing the Competitive Variables**

#### **3.2.1 Organizational Structure**

From Table (5) it can be noted that there is a positive agreement presence among the individual respondents of (61.48%), the percentage of neutrals of (24.81%) and disagreement of (13.70%), and it came with an arithmetic mean of (3.84), a standard deviation of (0.89) and a response of (00.72%), and the most important factors that have contributed to the agreement according to the respondents, it is factor of (X4) that states as: the organization allows the administrative levels in the organization to enhance the state of empowerment among its members, which came with an arithmetic mean of (3.74) and a standard deviation of (0.92) and a response rate of (74.81%). The factor of (X2) that states: the individuals working in the organization have good knowledge clearly and accurately about their privileges and responsibilities, which came with an arithmetic mean of (3.70), standard deviation of (0.91) and response rate for this factor is (74.07%). The factor of (X3) that state: the organization has a good reporting system known by all working individuals, which came with an arithmetic mean of (3.69) and a standard deviation of (0.95) and the response ratio to this factor is (73.70%). This indicates the interest of senior management in the surveyed organizations to empower the people working in them and for you by giving them appropriate powers and responsibilities that correspond to the functions they hold within the organization

Table (5): Frequency Distributions, Percentages, Means, Deviations, and Response Organizational Structure

Independent variable	Frequency Distributions and Percentages													
	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviation	Response Ratio
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Organizational Structure	X1	5	9.3	24	44.4	17	31.5	6	11.1	2	3.7	3.44	0.86	68.89
	X2	12	22.2	22	40.7	13	24.1	6	11.1	1	1.9	3.7	0.91	74.07
	X3	8	14.8	28	51.9	12	22.2	5	9.3	1	1.9	3.69	0.91	73.7
	X4	11	20.4	25	46.3	13	24.1	3	5.6	2	3.7	3.74	0.92	74.81
	X5	5	9.3	26	48.1	12	22.2	9	16.7	2	3.7	3.43	0.85	68.52
	Overall Index	15.19		46.3		24.81		10.74		2.96		3.6	0.89	72
		61.48				24.81		13.7						

Source: Prepared by researcher

### **3.2.2 Organizational Resources**

The Table (6) shows that there is a positive agreement between the individuals' respondents with a percentage of (72.96%), the percentage of neutrals of (12.22%) and disagreement of (14.81%), and it came with an arithmetic mean of (3.78), a standard deviation of (0.91) and with the response ratio of (75.56%). The increase in agreement is on the factor (X6) that states: the organization's management seeks to attract individuals with scientific skills and competencies to work in it, which came with an arithmetic mean of (4.02), a standard deviation of (1.01) and a response rate (80.37%). The factor of (X8) states that: the organization's management adopts all the proposals and new ideas, which the members of the organization present about the organizational performance they work in, which came with an arithmetic mean of (4.00), a standard deviation of (1.00) and a response rate of (80.00%). The factor of (X7) describes that: the organization's management considers workers as a source of important competitive abilities that should be preserved, which came with the arithmetic mean of (3.70), standard deviation of (0.91) and response rate of (74.07%). This indicates that the surveyed organizations show great interest in attracting skilled and highly capable individuals to work for them, which gives these organizations a competitive advantage characterized by their rarity, and all other organizations work to own them in order to be able to achieve their goals efficiently and effectively. In addition to that, the organization's senior management listening to the opinions and suggestions submitted by individuals' employees in order for these individuals to realize that they actively participate in the decision-making process, achieve the goals of the organization and raise the level of its performance in order to possess distinctive competitive capabilities.

Table (6): Frequency distributions, percentages, mean, standard deviations, and response regulatory resources

Independent variable	Frequency Distributions and Percentages														
	Indicator	Strongly Agree			Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviation	Response Ratio
		Freq.	%		Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Organizational Resources	X6	21	38.9	19	35.2	9	9	16.7	4	7.4	1	1.9	4.02	1.01	80.37
	X7	11	20.4	25	46.3	9	9	16.7	9	16.7	0	0	3.7	0.91	74.07
	X8	13	24.1	33	61.1	4	4	7.4	3	5.6	1	1.9	4	1	80
	X9	6	11.1	32	59.3	5	5	9.3	6	11.1	5	9.3	3.52	0.87	70.37
	X10	14	25.9	23	42.6	6	6	11.1	6	11.1	5	9.3	3.65	0.9	72.96
	Overall Index	24.07		48.89		12.22		10.37		4.44		3.78	0.93	75.56	
	72.96			12.22		14.81									

Source: Prepared by researchers.

**3.2.3 Organizational Culture:** The Table (7) demonstrates that there is a positive agreement between the individual respondents with a percentage of (73.70%), the percentage of neutrals of (13.20%) and ratio of disagreement of (10.37%), which came with an arithmetic mean of (3.83) and a standard deviation of (0.95) and a response ratio of (76.52%). Among the most important factor that contributed to the increase in the percentage of agreement is the factor of (X12) that states: an atmosphere of respect and mutual appreciation prevails in the organization among the employees. It came with an arithmetic mean of (4.07), a standard deviation of (1.03) and a response rate of (81.48%). The factor of (X11) describes that: the organization's values and customs encourage working individuals to make more efforts to improve the performance of the organization, which came with an arithmetic mean of (3.83) and a standard deviation of (0.95) and a response rate of (76.67%). The factor of (X14) mentions that: the organization's management seeks to secure a democratic work environment that allows freedom of expression of opinion, making suggestions and participating in decision-making, which came with an arithmetic mean of (3.78) and a standard deviation of (0.93), and the response rate was (75.56%). This indicates that the working individuals in the surveyed organizations have good working relationships and networking, which leads to achieving an atmosphere of harmony and consistency towards implementing work and achieving the organization's goals. towards the implementation of the tasks assigned to them.

Table (7): Frequency distributions, percentages, mean, standard deviations, response rate, organizational culture.

Independent variable	Frequency Distributions and Percentages													
	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetical Mean	Standard Deviation	Response Ratio
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Organizational Culture	X11	15	27.8	24	44.4	8	14.8	5	9.3	2	3.7	3.83	0.95	76.67
	X12	23	42.6	20	37	5	9.3	4	7.4	2	3.7	4.07	1.03	81.48
	X13	13	24.1	26	48.1	7	13	6	11.1	2	3.7	3.74	0.91	75.52
	X14	16	29.6	24	44.4	4	7.4	6	11.1	4	7.4	3.78	0.93	75.56
	X15	15	27.8	23	42.6	4	7.4	7	13	5	9.3	3.67	0.9	73.33
	Overall Index	30.37		43.33		10.37		10.37		5.56		3.83	0.95	76.52
		73.7				10.37		15.93						

Source: Prepared by researchers.



**Second: Testing the Research Model and Hypotheses**

A. Analyze the correlation between the research variables.

**1. Presentation and Analysis of Correlation Between Marketing Knowledge and Competitive Abilities on the Overall Level:**

This section includes verification of the first main hypothesis, which states that: there is a correlation between marketing knowledge and competitive abilities, and the results indicate that there is actually a positive correlation between the independent variable, which is marketing knowledge, and the dependent variable, which is competitive abilities, and the value of the correlation coefficient reached to the value of (0.507) to the significant level of (0.05). This means that the production or marketing organizations whenever they have knowledge about the markets in a distinct and better manner, it enables them to develop their products as well as to identify competitors’ movements and their trends in the near and far future, thus it can help them to seek market opportunities, and to accept the hypothesis through which there is a link between marketing knowledge and competitive abilities.

Table (8): results of the correlation between marketing knowledge and competitive abilities in the researched organizations on the overall level.

Independent Dimension	Marketing knowledge
Dependent Dimension	
Competitive Abilities	0,507*

= N

54

\*>\_P 0,05

Source: Prepared by researchers.

**2. Analysis of Correlations Between the Variables of Marketing Knowledge and Competitive Abilities of the Sub-Variables on partial level:**

From Table (9) one can notice that that there is a positive relationship between the variables of marketing knowledge and competitive abilities at the level of the sub-variables, as the correlation coefficient ranged between (0.235\* and 0.492\*), which means that the dimensions of marketing knowledge and competitive variables are of importance to the studied organizations. Thus, we accept the second hypothesis of the dimensions of marketing knowledge in the variables of competitiveness. Table (9)

shows the sub-relationships between the dimensions of marketing knowledge and the variables of competitiveness.

Table (9): the correlation between the dimensions of marketing knowledge and competitiveness variables in the researched organizations on partial level.

Dependent variable		Competitive Abilities Dimensions			Total
Independent variable		Organizational Structure	Organizational Resources	Organizational Culture	
Dimensions of marketing knowledge	Operations content	0,423*	0,492*	0,308*	0,448*
	Organizational Operations	0,385*	0,373*	0,382*	0,367*
	Golden rule	0,329*	0,287*	0,235*	0,266*
<b>Total</b>		<b>0,398*</b>	<b>0,365*</b>	<b>0,338*</b>	<b>0,367*</b>

N=54

\*P≤ 0.05

Source: Prepared by researchers.

**B) Analysis of the effect relationship between the research variables:**

**1. Presentation and Analysis of Relationship of Influence of Marketing Knowledge on Competitive Abilities on overall level:**

The current section focuses on identifying the result of the third hypothesis, which states that: there is a positive impact of marketing knowledge on competitive abilities. The results of the analysis listed in Table (10) indicate that marketing knowledge has a positive impact on competitive abilities, and this is supported by the value of (F) of (26,822), which is greater than its tabular value of (3,156) at the two degrees of freedom (1.52) and a level of significance (0.05), and it is inferred from the value of the coefficient of determination (R<sup>2</sup>) of (0.508), which is supported by the value of the regression coefficient (Beta) of (0.967), which in turn supported by the calculated (t) value of (11.072), which is greater than its tabular value of (2,112). Therefore, we accept the third hypothesis that there is a positive effect of marketing knowledge on competitive abilities.

Table (10): The effect of marketing knowledge on competitive abilities in the studied organizations on overall level.

Independent dimension Dependent dimension	Marketing knowledge		R <sup>2</sup>	T		F	
	Bo	B1		Calculated	Tabular	Calculated	Tabular
<b>Competitive Abilities</b>	0,845	0,967	0,508	*11.072	2,112	*26,822	3,156

54N=

(52,1) DF

0.05 \*P≤

Source: Prepared by researchers.

**2. The Effect of Dimensions of Marketing Knowledge on Competitive Abilities in Relation to Sub-Dimensions on partial level:**

The Table (11) describes the results of the current analysis showing that the variables of marketing knowledge have a significant effect on the variables of competitive, and this is supported by the value of (F) which, respectively, reached to (19,671 and 18,022 and 14,902), that is more than the tabular value, which reaches to (2,440) at two degrees of freedom of (48.1) and a level of significance of (0.05), that is in turn inferred from the value of the coefficient of determination (R<sup>2</sup>), which is respectively equals the values of (0.482 , 0.382 , 0.309), and from the (B) and t-test coefficients values there is a positive effect of the research variables between the dimensions of marketing knowledge within the variables of competitive, which is higher than the tabular value of (1,876). Therefore, it becomes clear and in the light of the fourth hypothesis, to accept the current hypothesis because there is a positive effect of the dimensions of sub-marketing knowledge in the competitive variables.

**Table (11): The effect of marketing knowledge dimensions on competitiveness variables in the studied organizations on partial level.**

Independent Variable	Dependent Variable	Dimensions of Competitive Abilities			R <sup>2</sup>	T		F	
		Organizational Structure	Organizational Resources	Organizational Culture		Calculated	Tabular	Calculated	Tabular
		<b>Bo</b>	<b>B1</b>	<b>B2</b>					
Dimensions of competitive abilities	Operations content	<b>0.821</b>	<b>0,923</b>	<b>0,898</b>	<b>0,482</b>	<b>10,708*</b>	<b>1,876</b>	<b>*19,671</b>	<b>2.44</b>
	Organizational Operations	<b>0.952</b>	<b>9,780</b>	<b>0,738</b>	<b>0,382</b>	<b>*8,098</b>		<b>*18,022</b>	
	Golden Rule	<b>0.866</b>	<b>0,901</b>	<b>0,798</b>	<b>0,309</b>	<b>*7,080</b>		<b>*14,902</b>	

N=54

DF(1,48)

\*P≤0.05

Source: Prepared by researchers.



## **4. Conclusions and Suggestions**

### **4.1 Conclusions**

1. Research ideas such as marketing knowledge and competitive abilities are still have not given enough attention by researchers and scholars in the field of management, or by the sample studied in this research, as they represent the basis on which to rely in the highly changing and competitive business environment.
2. Creating the necessary information that will contribute in raising the efficiency of productive organizations, which will help in strengthening the performance in their management and addressing the shortcomings shown in the light of the research results and directions.
3. The ability of the surveyed organizations to survive and continue in competitive markets depends mainly on what they have of knowledge and experiences, and the way these experiences will be used to support their work, direction and goals.
4. After analyzing the answers of the studied sample, it was found that there is a common agreement between the surveyed organizations on the golden rule variable, which will be based on the exploitation of changes in the competitive environment for the benefit of the surveyed organizations in building and sustaining their marketing knowledge.
5. The sample of the surveyed organizations agreed with a majority on that the organizational resource variable is an important dimension that organizations can benefit from to respond to any emergency that occurs in the competitive business environment.
6. After analyzing the correlation and influence relationships between the research variables in the studied organizations, we accept on the hypotheses that we have presented and as they have proven their validity and suitability for the situation of the studied sample.

### **4.2 Suggestions**

1. The investigated productive organizations must enhance and develop their competitiveness in competitive markets in order to have a more strategic point of view and to take this into consideration during the planning process, and later when they feed back to their future plans.



2. The surveyed organizations should pay more attention to the dimensions of marketing knowledge in their strategic and operational plans and to create an internal work environment commensurate with their competitive capabilities that provide them with excellence and proficiency.
3. The surveyed productive organizations should have the ability to improve and increase the areas of marketing knowledge, whether in their dimensions, strategies for obtaining them, or in the dimensions of competitive capabilities on which they are based as a core business points.
4. The surveyed organizations must have a culture of participation and reliance on scientific research, whether by resorting to skills and experiences that will contribute to the work development of organizations or by specialized offices that provide consultations based on science, research and statistics.
5. The surveyed organizations have the ability to use marketing knowledge to build competitive capabilities that will enable them to have long-term success such as that of business environment of Dohuk Governorate.
6. The researchers suggest that the results of the current study can be adopted and used, whether in the researched organizations under study or as a guide for other future research similar to the research variables presented in this work.

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## زانیاریین بازارکاری و رولی وان د پیشقه برنا شیانیین هه فرکیی

خواندنه کا شلوقه کاری بو به شهک ژ ریڅخراوین بهره مهینه ر ل پاریزگه ها دهوکی

پوخته:

نارمانجا قی شه کولینی نه وه کو بیرووکه یا "زانیاریین بازارکاری" شلوقه بکهت دگه ل خواندنا رولی وئ دپیشقه برنا شیانیین هه فرکیی د کومه کا ده زگه هین بهره مهینه ر ل پاریزگه ها دهوکی کو پیکهاتینه ژ (54) فه رمانبه ران. زانیاریین بازارکاری و شیانیین هه فرکیی دهینه هه ژمارتن وهک پیکهاته یین سه ره کی بو کونترولکرن و پیشقه برنا بازارکاریا ده زگه هان. نه نجامین راپرسیی ژلابی ناماری شه هاتینه شلوقه کرن وپروسیسه کرن و پیشاندان بریکا به رنامه یا (SPSS-21) یا کو نه ندازه یا به لاقبوونی و په یوه ندیین هه فگریدان و کارتیکرنی شلوقه دکهت. نه نجامین شلوقه کرنی پیشاندان کو خالا گشتی یا پیکهاتنی گه هشتیه نرخا (70.5%)، و خالا گشتی یا بو گوهورینا شیانیین هه فرکیی گه هشتیه نرخا (69.4%). له ورا تاقیکرنا گریمانه یین شه کولینی نه ف نه نجامه لدویف خوودا ئیناینه: ب راستا په یوه ندیه کا نه رینی و کارتیکرن یا هه ی دناقه را گوهره رینین شه کولینی یین بی پشتبه ست و یین پشتبه ست. ئیک ژ نه نجامین هه ره گرنگ یین قی شه کولینی نه وه کو: گه شه کرن و پیشقه چوونا شیانیین ده زگه هان و ریڅخراوان بو مان د بازاری کاریدا و بو هه فرکیی کرن دگه ل هه فرکیی خو بشیوه یه کی سه ره کی پشت دبه ستت لسه ر شه ره زایه تیا وان و کا چدهم بکاریین بو پالپشیکرنا ریڅخراواخو و نارمانجین وئ. ژ پیشنیاریین قی شه کولینی نه وه کو: پیدقیه لسه ر ده زگه ه و ریڅخراوین هاتینه خواندن کو که لتوری به شداریکرنی وهه فکاریی لده ف خو زیده بکن دگه ل پشتبه ستن لسه ر نه نجامین شه کولینی زانستی دا بریکا بده سه ئینانا وان شیانان و شه ره زاتیان یین کو کاری ده زگه هی یین گه شه دکت یان ب بریکا وه رگرتنا هاریکاریان ژ نقیشینگه هین راویژکاریی یین بسپور یین کو شیره تان ددن لسه ر بنه مایین زانستی و شه کولینان

## المعرفة التسويقية ودورها في تعزيز القدرات التنافسية دراسة تحليلية لعينة من المنظمات الانتاجية في محافظة دهوك

المخلص:

البحث الحالي يهدف الى توضيح مفهوم المعرفة التسويقية في تعزيز القدرات التنافسية لعينة من المنظمات الانتاجية في محافظة دهوك بوصفها عينة للبحث المتكونة من (54) من الافراد العاملين لهذه المنظمات، المعرفة التسويقية والقدرات التنافسية يمثلان عنصراً هاماً تعدد في جوهرها أساساً مهماً في الانضباط التسويقية، وتم تحليل

ومعالجة مخرجات الاستبانة إحصائياً وعرضها بواسطة حزمة (21-SPSS) الإحصائية باستخدام مقاييس التشتت الإحصائية وعلاقتي الارتباط والتأثير وقد بينت نتائج التحليل لابعاد المعرفة التسويقية أن درجة الاتفاق الكلية وصلت إلى (70.5%)، ودرجة الاتفاق الكلية لمتغير القدرات التنافسية وصلت إلى (69.4%)، وبناءً على اختبار فرضيات البحث فقد كانت نتائج البحث إلى (ان هنالك ارتباط وتأثير موجب بين متغيرات البحث المستقلة والمعتمدة ، ومن اهم النتائج التي توصل اليها البحث: ان التطور والتحسين في قدرة المنظمات على ان تصمد في السوق وتنافس يعتمد بدرجة الاولى ما لديها من خبرات سوقية ، ومتى ستستخدم هذه الخبرات في دعم عملها وتوجهها واهدافها، ومن اهم التوصيات: ان تتوفر في المنظمات المبحوثة ثقافة المشاركة والاعتماد على البحث العلمي سواء في اللجوء الى مهارات وخبرات يساهمون في تطوير عمل المنظمات او مكاتب استشارية مخصصة تقدم استشارات مبنية على العلم والبحث والتدقيق.