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## The impact of strategic cohesion in enhancing marketing agility: An analytical study of the opinions of a sample of Employees in Iraqi telecommunications companies

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### **Abstract**

The research aims to form clear perceptions about enhancing marketing agility through strategic cohesion activities, and the importance of the study appears through building a cohesion strategy, which is considered an effective process within the organization and is one of the main and important ways to create a more productive and cooperative work environment and is considered a basic pillar for the success of productive or service organizations. Both accordingly, the researchers used the descriptive analytical method, and a random sample of (230) workers was selected in the three Iraqi telecommunications companies (Asia Cell, Korek, and Zain Iraq), and the researchers adopted (the questionnaire) as a tool. To collect data and information and analyze them using the SPSS statistical program. The study reached several results, including. There is a significant correlation between the dimensions of strategic cohesion and marketing agility, and there is a significant effect of the dimensions of the personal characteristics of employees on marketing agility.

**Keywords:** Strategic cohesion, marketing agility, Iraqi telecommunications companies.

### **Introduction**

Cohesion was an early topic in the literature on management and work organization because researchers believe it is necessary to reconsider the internal environment and reflect it positively on the external environment and its requirements represented by knowing the market situation and the variables taking place in it, which prompted organizations to move towards agility in the market, that is, preempting others in reaching the market. Providing products and services before competitors and since marketing is an important part of business success, business owners and projects must think in a different way, whether to benefit from any change by seizing it as an opportunity or to reduce the harm of these changes. To deal with these changes, a number of marketers saw that the traditional method in marketing for businesses and projects, the rapid reaction process slows down because they work according to plans that have been drawn up and then react to any. Change don't be quick. Therefore, these parties thought to benefit from the agile model. Some parties began to think about how to apply the agility methodology in a way that is compatible with marketing. Therefore, they found that some standards depend on individuals and their interaction, not procedures. Cooperating with customers to solve problems and not dealing based on contracts concluded with them. Finally, responding to any change and not implementing the plan in its entirety. Based on the above, the current research can be divided into four axes: The first axis, the methodological aspect, the second axis, the theoretical aspect, the third axis: The field aspect, the fourth axis, conclusions and recommendations.

### **The first axis: The methodological aspect**

#### **First: the research problem**

The trend towards agility does not come easily. Management must focus on ensuring the appropriate structure to benefit from the company's resources, the values of the organization's members, and relationships with other entities in the internal environment. One of the major challenges of management is ensuring mutual compatibility and adaptability, which can be seen as interconnected and often conflicting in systems such as:

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Environment versus organization, strategy of the entire organization versus functional strategies of business units, strategic objectives versus operational objectives, etc. As stated in a study (Obłój, 2014, 23) <sup>[56]</sup>, who pointed out that the lack of cohesion in these systems leads to many tensions in the organization and can lead to weak management. The absence of cohesion among employees within the organization or the weakness of its role through limiting it and transferring its responsibilities to other departments in many organizations leads to the weakening or absence of its role. This is due to a number of reasons, the most important of which is the lack of understanding of the true role of employees, in addition to the lack of a clear strategy and the absence of the necessary tools to implement the cohesion strategy. Or experienced and trained workers, which will have repercussions on the organization and its agility. Therefore, the current study seeks to demonstrate the impact of strategic cohesion in enhancing marketing agility. The problem of the study can be determined by raising a number of questions:

1. What is the level of awareness of the three companies in the study sample regarding their interest in strategic cohesion?
2. What is the level of orientation of the three companies in the study sample towards marketing agility?
3. Is there a significant correlation between strategic cohesion and marketing agility?

**Second: Importance of the study**

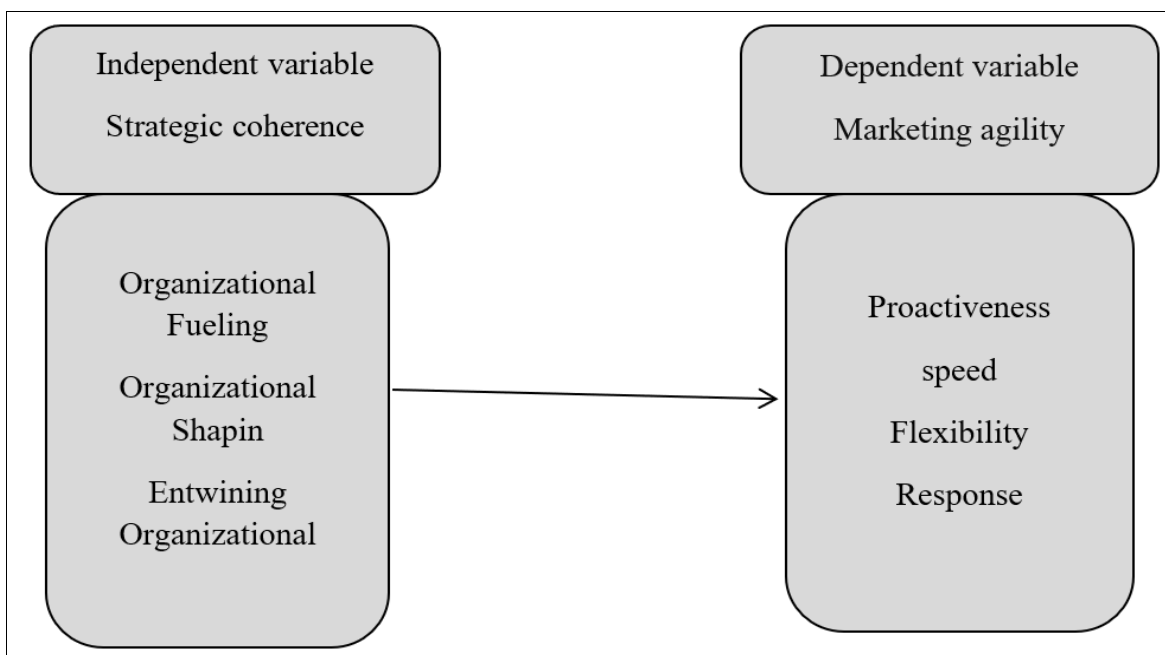
The importance of the current study follows from the importance of the role it plays by seeking to provide a cohesive and safe work environment in which there is activity and vitality for the interaction of employees among themselves and their commitment to implementing the organization’s strategies, which makes it seem to one that there is a need to study objective interpretations of the work of individuals in order to meet customer requests with the appropriate speed and time. Before others. Therefore, the importance of this research lies in the following:

1. Contemporary organizations, no matter how advanced they are in dealing with modern technology and innovative strategies, will not be a decisive factor for their success and agility, unless they possess a cohesive and stimulating work environment to enable them to respond to customer requests as quickly as possible.
2. The importance of the study, as indicated by (Lusiani & Langley, 2018:3) <sup>[37]</sup>, comes from the strategies of internal communication and interaction between various levels as well as between the company’s departments to achieve socialization among employees in order to adapt to the changing and complex reality in the competitive environment to achieve agility in Its marketing activities.
3. Focus on marketing agility, as it is a quick way to respond to unexpected market changes in a deliberate and deliberate manner. At the same time, the organization is characterized by speed and intelligence, and recognizes the importance of its dimensions (proactiveness, speed, flexibility, responsiveness).
4. It is hoped that the results of this study will benefit the departments in telecommunications companies and the rest of the Iraqi institutions by recognizing the importance of the characteristics of strategic cohesion in its dimensions: (organizational excitement, organizational founding, and organizational synergy).

**Third: Research objectives**

**In light of the study problem, the study seeks to achieve the following objectives:**

1. Identify the most important concepts related to the characteristics of strategic cohesion and marketing agility activities and their relationship to other related concepts.
2. Determine the characteristics of strategic cohesion prevailing in telecommunications companies.
3. Determine the impact of strategic cohesion and its dimensions in telecommunications companies.



**Fig 1:** Hypothetical model depicting the relationship between strategic cohesion and marketing agility. The model outlines the independent variable of strategic cohesion, characterized by dimensions such as organizational excitement, organizational casting, and organizational synergy, and its influence on the dependent variable, marketing agility, which includes dimensions like proactiveness, speed, flexibility, and responsiveness

#### Fourth: Hypothetical research plan

Based on the intellectual framework of the literature related to the personal characteristics of employees and marketing agility, and in light of the problem and objectives of the study, a hypothetical model was designed that explains the relationship between the variables of the study. Figure (1) shows the model used in this study for the independent variable represented by the characteristics of strategic cohesion and its dimensions (organizational excitement, organizational casting, organizational synergy). (Lusania & Langley, 2018:6) <sup>[37]</sup> and (Leinwand, & Mainardi, 2010:6) <sup>[38, 41, 57]</sup> and the adopted variable represented by marketing agility and its dimensions (proactive, speed, flexibility, responsiveness) (Khan, 2020:3) <sup>[26]</sup> and (Khalil and Hilal, 2022:309) <sup>[5]</sup>.

#### Fifth: Hypotheses

**The first main hypothesis: There is a significant correlation between strategic cohesion in terms of its dimensions and marketing agility, and the following sub-hypotheses branch out from it:**

1. There is a significant correlation between organizational excitement and marketing agility in the companies studied.
2. There is a significant correlation between organizational founding and marketing agility in the companies studied.
3. There is a significant correlation between organizational synergy and marketing agility in the companies studied.

**The second main hypothesis: There is a significant effect of strategic cohesion as a function of its dimensions on marketing agility, the following sub-hypotheses branch out from it:**

1. There is a significant effect of organizational excitement on marketing agility.
2. There is a significant effect of organizational casting on marketing agility.
3. There is a significant effect of organizational synergy on marketing agility.

#### The second axis: The theoretical aspect

##### First: Strategic cohesion

##### 1. The concept of strategic cohesion

Strategic cohesion is a system of mutually compatible meanings among members about organizational direction, that is, members' broad understanding of the direction in which it should go or the things that should be done (Karim, 2021:44) <sup>[14]</sup> and (Tomjack, 2019, 4) <sup>[40]</sup> pointed out that strategic cohesion brings diverse people together to work skillfully and effectively for a common cause that elevates them and makes them move towards it in the same direction. (Luftman, 2004:3) <sup>[52]</sup> sees it as a compatible process among all owners, the interest within the organization so that everyone focuses on achieving a common organizational vision and cohesion requires planning, preparation, and a participating workforce to implement it. (Leinwand, & Mainardi, 2010:3) <sup>[38, 41]</sup> indicated that strategic cohesion is the process of linking the organization's structure and resources with its business strategies and environment (physical, organizational, technological, etc.). (Holubčík, 2022:3) <sup>[43]</sup> pointed out that it is the process of continuous communication and building good working relationships to create an appropriate work environment and cultivate a

spirit of cooperation between team members and workers, as well as the necessity and quality of strong management that sets priorities, trust, motivation, effective support, and a comprehensive understanding of marketing activities and environmental changes.

#### 2. The importance of strategic cohesion

**The importance of strategic cohesion lies in a number of points that can be highlighted as follows: (Deshler, 2020:2)**

- a) Cohesion provides the organization with greater clarity about who has the right to make decisions in the organization for all work activities.
- b) Strategic coherence links the organization's actions to each other, and then employees understand how their individual skills relate to the business strategy.
- c) Efficient use of resources an organization that uses strategic cohesion clearly distinguishes between activities that promote growth and those that play a more supportive role.
- d) Customer Satisfaction a cohesive organization uses mechanisms to ensure that operations consistently achieve what is expected and simplifies the procedures required to provide services and products consistent with customer expectations.
- e) Encouraging talents and improving skills when the work is understood, and the organization options and role definitions are consistent with the strategy, talents and their whereabouts within the organization are discovered.
- f) A culture of positive change. Positive cultures do not occur in isolation, and good choices help in creating a good and renewed culture.

#### 3. Components of strategic cohesion

**Strategic cohesion may be embodied in three main components: (Bianchini, et al., 2018) <sup>[19]</sup>**

- a) **Organizational cohesion:** This is through unifying the various activities and functions present at all levels of the organization in a way that allows achieving the highest integration and cohesion.
- b) **Human capital cohesion:** Cohesion is generally a process of reforming the balance between the internal and external environment of the organization, so the role of the human resource aspect in this component must be taken into account, as it requires a clear understanding of it at all levels of the organization, starting from developing plans all the way to their implementation.
- c) **Coherence of planning and control systems:** This means linking planning systems and control processes with the organization's strategy, through allocating resources to the organization's various activities and monitoring performance.

#### 4. Dimensions of strategic cohesion

##### A. Organizational Fueling.

It is an ethical behavior that focuses on the well-being and assistance of others without expecting external reward. These behaviors can be observed in many circumstances, whether in daily life situations, in situations of distress, or in work sites (Al-Fariji, 2020:78) <sup>[2]</sup>. He (KO, et al., 2021:7) <sup>[27]</sup> pointed out that the organization creates excitement so that workers have a high degree of awareness of the environmental events going on around them (internal and

external), with a focus on the present moment of occurrence. He added, Excitement in organizations is an organizational phenomenon that can lead to certain processes, such as an increased willingness to accept and understand the opinions of others, and more participatory decision-making processes. Indicated that a work environment based on excitement awakens some feelings in the worker, such as a feeling of support, care, and appreciation in times of need. In this supportive organizational climate, employees may feel more committed to the organization and willing to share their skills and knowledge.

## B. Organizational Shapin

Casting was interpreted as culture, and the term was taken from the root of the infinitive (Lusania & Langley, 2018:8)<sup>[37]</sup>, from the English word “shaping,” meaning shaping the culture within the organization, because the word shaping is related to culture, and shaping is reformulating the structure of valuable reference relationships around the behavior of employees and its organization. To reach a common vision in work practice. Culture and organization share elements of the prevailing values, customs, traditions and beliefs among the workers in the organization, that is, they are a combination of basic patterns and assumptions, invented or developed by individuals as they learned through adaptation to the problems of the outside world and the necessities of internal harmony, which have proven their validity but are considered valuable and must be Teaching them to new individuals in the organization as correct ways of perceiving, thinking and feeling regarding solving these problems. Hence, organizational culture is a special set of norms, values, and behavioral rules that are shared by employees and other work teams in the organization, which govern the way they interact with each other and with which they deal with other interested individuals, and that the organization’s values constitute, Beliefs and ideas related to the types of goals that workers in the organization must adopt and the standards of behavior that members of the organization must have to achieve those goals (Rifai, Abdel-Mu’tal, 2001:650)<sup>[9]</sup>. Schein (Schein, 2009:27)<sup>[48]</sup> defines it as a set of basic principles and values that were discovered, produced and developed by work groups in their attempt to find solutions to the problems of external adaptation and internal integration, and which proved effective and successful for them. They adopted and began to circulate it as the good and correct way to address problems and how to perceive and understand them.

## C. Entwining Organizational

Collaboration is a strategy where individuals or groups pool their efforts and resources to collectively achieve more than they can work individually, ultimately leading to increased productivity, effectiveness, and performance (Vaidya, 2023:2)<sup>[54]</sup>. Synergy is a method in which individuals or organizations pool their resources and efforts to enhance value, productivity, effectiveness, and performance beyond what they could individually (Holubčík, & Poláčková, 2016:49)<sup>[49]</sup>. Cohesion is a group of influences or factors that work together to. Creating an impact greater than the sum of the expected effects if you work in isolation, it is a complete unit greater than its parts, where the result of the joint work of two or more people in collaboration to achieve a specific goal is stronger than the results of the work of each person alone working to achieve the same goal (Saeed, 2018:503)<sup>[6, 7]</sup>. Organizational solidarity expresses all

activities whose meanings express the intended direction and which come from the various parts of the organization, and which are based on vertical and horizontal communications (Al-Daami, 2019:13)<sup>[57]</sup>.

He (Holubčík & poláčková, 2016:50)<sup>[49]</sup> pointed out, The internal policy of the organization always tends towards consolidation within, the environment in which each part is connected with other parts, interacts mutually, and creates a cohesive work environment, and in which every individual with his potential is able to build and succeed the organization. However, it is necessary to know how to manage this environment in an appropriate strategic manner in the event of changes in the internal background of the organization.

## Second: Marketing agility

### 1. The concept of marketing agility

It is the ability to respond to sudden environmental changes and meet customer requirements in different ways and on a wide scale in terms of quality, price, features, quantity, and delivery time. (Kalaignanam, *et al.*, 2021, 36)<sup>[25]</sup> indicated that marketing agility is the organization’s ability to quickly shift from understanding the market to implementing marketing decisions for the purpose of raising the possibility of rapid adaptation to the circumstances surrounding the organization. Believes that marketing agility is a possibility Overtake competitor by being smart enough to reorganize resources as needed or necessary. (Sherehiy, *et al.*, 2007:446)<sup>[34]</sup> also pointed out that marketing agility is the ability to anticipate, sense, and respond to marketing opportunities quickly. Here, corporate agility is not limited to monitoring opportunities related to customers, but it also collects information from competitors, distributors, and suppliers, that is, sensing opportunities. Marketing proactively, and both (Wu & Wang, 2017:4)<sup>[35]</sup> believe that marketing agility is the ability at the organization level to remain alert to the changes that occur in the dynamic business environment and deploy resources quickly to respond in a creative way.

### 2. Benefits of marketing agility

According to a study conducted by the Agil Sherpas website. on the benefits achieved from adopting marketing agility. It was found that applying agility can reduce by (53%) the time applied in marketing practices that do not go through agility, and within that, organizations can no longer adhere to old marketing models and plans. Marketing practices must be Flexible and quick to respond quickly to changes in market conditions while remaining in touch with customers pointed out that marketing agility would help marketers succeed in presenting their marketing strategy, improving consumers’ experiences, and engaging them throughout the journey. He provided below are the main benefits of adopting marketing agility:

- **Greater speed to market:** Agile marketing teams are better organized; focus on speed and iteration based on feedback to stimulate change. This leads to increased productivity and faster access to market for products and campaigns.
- **Agile and Agile Teams:** Agile marketing teams leverage data-driven analytics to shift gears more quickly and effectively.
- **Increased productivity:** Agility helps spread the best marketing practices, which helps remove obstacles, reduce time spent on repetitive and low-value tasks, and

complete tasks on time. This increases the team's productivity and morale in general.

- **Fostering Innovation:** Agility brings cross-functional teams together and unites them to achieve a common business goal. This fosters a culture of creativity and drives innovation.
- **Improved measurement:** Increased ability to measure and monitor results allows teams to make real-time adjustments to campaigns to boost results, reduce budgets and improve performance.

### 3. Characteristics of marketing agility

(Khan *et al.*, 2022:10) <sup>[26]</sup> presented some common characteristics of marketing agility, which are:

**First:** Agility shows the ability to quickly sense and respond to market changes before competitors.

**Second:** It is context specific in the sense that a company can be flexible in different areas such as supply chain, marketing, manufacturing, information technology, and sales.

**Third:** The distinctive characteristic of agility is that it brings people from all parts of the organization together in multidisciplinary teams to work on a specific project.

**Fourth:** Agility requires transforming the company's behavior from a reaction approach to a sense and response approach provided by permanent learning.

### 4. Dimensions of marketing agility

#### A. Proactive

Proactivity is defined as "taking the initiative to improve current conditions, and it involves challenging the status quo rather than adapting negatively to provide conditions". (Omar, 2022:293) <sup>[11]</sup> defines proactiveness as the ability to predict events before the actual occurrence and take appropriate measures for problems that are likely to occur in the future. As for (Abdullah, 2016:130) <sup>[10]</sup>, he defined proactiveness as seeking and moving quickly before a change occurs in the environment that directly affects the organization and its activities. (Olubiyi, *et al.*, 2019:44) <sup>[32]</sup> indicates that "the principle of preemption, It is considered a perspective that searches for opportunities and looks to the future and includes offering new products or services before competitors and working to anticipate future demand to bring about change and shape the environment. (Deepa & Manalel, 2016:43) <sup>[20]</sup> show that proactiveness in marketing is linked to taking the first step before others.

#### B. Speed

Here agility describes actions, capabilities or behaviors that give an organization the freedom and flexibility to execute its purpose and provide value to customers (Cuofano, 2023:1) <sup>[18]</sup>. He stated (Abd Al Rassol, 2023:4) <sup>[15]</sup> In the case of marketing agility, speed refers to the time it takes organizations to sense market changes, initiate actions, collect feedback, modify marketing decisions and adapt to those changes according to the main purpose of making appropriate decisions as soon as possible. Possible time depending on the information available at that time. (Hagen *et al.*, 2019, 4) <sup>[22]</sup> also pointed out that speed in marketing helps the organization deal with time, relationships, and functional dependencies, with the general goal of making

the organization, Strategically agile, that is, quick to respond and flexible in both local and international markets. (Karwowski & Layer, 2007:449) <sup>[34]</sup> believe that speed is the ability to complete the requirements of all other agility characteristics, and the ability to learn and implement operational tasks and make changes in the shortest possible time. (Hajli, *et al.*, 2020:2) <sup>[23]</sup> pointed out that speed of access to the market, or the art of converting an idea into a product faster than any other person or competitor, is an essential skill for developing a new product.

#### C. Flexibility

Flexibility is a broad term that reflects the organization's ability in general to change or adapt, which enables it to take quick actions and measures to respond to environmental changes that occur (Kouropatis *et al.*, 2012:1393) <sup>[28]</sup>. He pointed out (Braunscheidel & Suresh, 2009:1). Flexibility is the organization's ability to produce different groups of products or provide services with high efficiency and effectiveness, excellent value, and in sizes that suit the needs of the market in general and customers in particular. (Nemkova, 2017:4) <sup>[31]</sup> also pointed out that flexibility is the ability to quickly and creatively reconfigure available options to achieve benefits from unpredictable business changes. He believes (Al-Mousawi, 2018:453) <sup>[13]</sup>. As for flexibility from a marketing perspective, it is the company's ability to proactively anticipate and sense marketing opportunities, and respond quickly and flexibly to these opportunities to better meet customer needs (Zhou, *et al.*, 2019:3) <sup>[36]</sup>. Marketing flexibility represents "the organization's ability and response to modify and change its products according to change the needs and desires of customers in different markets" (Awwad, 2009:421) <sup>[16]</sup>. Khater, 2020:9, <sup>[3]</sup> referred to marketing flexibility as the organization's ability to reshape marketing efforts in a short period in response to environmental challenges, enabling it to sell products or provide services. In many markets and obtain a large market share.

#### D. Response

The term responsiveness was first used by logistics scholars to refer to some specific customer service practices. For example, emphasized error correction, after-sales service, and effective handling of information requests as components of responsiveness. Manrodt & Davis (1996) used the term "responsiveness" as any treatment of individual customer requests beyond traditional service measures. Since the mid-1990 and the increased focus on the quality of customer service, scholars have begun to discuss responsiveness and flexibility as interchangeable terms and to conceptualize both as the ability to serve customers and the ability to respond to their requests. As a result, the components of the two constructs overlap. So the response from the marketing perspective represents the organization's ability to perform appropriate marketing activities after receiving information or signals from the external environment. Appropriate decisions are made based on that information collected and knowledge accumulated in the organization. Then organizations deploy or acquire resources such as technology, information, customers, and financing from In order to implement these decisions correctly and also the organization's ability to change its decision-making processes to match these changes resulting from different work situations (Li, *et al.*, 2019:5) <sup>[30]</sup>. Response relates to the organization's strategies to address.

**The third axis: The field aspect**

In order to fulfill the requirements of the research methodology and demonstrate the validity of its plan and test its main and subsidiary hypotheses, this axis seeks to shed light on measuring the analysis and interpretation of the content of the hypothetical relationships between the research variables and their dimensions that are approved in the research plan by testing the research hypotheses and studying the extent of their validity using a group of statistical methods, including.

**First: The study population and sample**

The study population represents workers at the main headquarters of (Asia Cell, Korek Telecom, and Zain Iraq) mobile communications companies in Iraq. A random, intentional sample was chosen through which the researchers intended to best represent the community. The sample consisted of (230) workers concerned with the field of research from various departments, divisions, and units. For those companies, as shown in Table 1.

**Table 1:** Distribution of questionnaires among workers in the companies sampled by the study:

Ratios to the total number of valid forms	Number of questionnaires suitable for analysis	Number of damaged forms	Number of forms distributed	Company Name
94%	80	5	85	Asia Cell
91.5%	77	7	84	Korek Telecom
87%	73	11	84	Zain Iraq
91%	230	23	253	The total

Source: Prepared by the researchers based on distributed data.

**Second: Characteristics of the study sample**

Table 2 shows the characteristics of the study sample in terms of

gender, age group, educational attainment, and number of years of service. The answers were distributed as follows:

**Table 2:** Characteristics of the study sample

Percentage %	number	Distribute the property	Variables	Sequence
70%	161	Male	Gender	1
30%	69	Feminine		
100%		Total		
-	-	20 Less than	Age group	2
20.9%	48	30-21		
58.7%	135	40-31		
15.2%	35	50-41		
5.2%	12	51 and above		
100%		Total		
3%	7	Preparatory school	Academic achievement	3
19.6%	45	Technical diploma		
73.5%	169	Bachelor's		
2.6%	6	Master's		
1.3%	3	Ph.D.		
100%		Total		
2.6%	6	1-5	Years of service	4
20.9%	48	10-5		
56.1%	126	15-10		
18.7%	43	20-15		
1.3%	3	25-20		
0.4%	1	25 and above		
100%	230	Total		

Source: Prepared by the researchers based on data received from distributed questionnaires

**Third: Tests Reliability**

The stability of the measurement tool can be verified by verifying the internal consistency and stability of the measurement tool items. The internal consistency of the

study scale items was verified by testing the Cronbach's Alpha coefficient, noting that the Cronbach's alpha values can be relied upon and are characterized by reliability when Not less than (70%), and as in Table 3.

**Table 3:** Reliability of the measurement tool

Number of paragraphs	Cronbach's-Alpha	Dimensions
6	0.772	Organizational Fueling
6	0.793	Organizational Shapin
6	0.801	Entwining Organizational
0.788		Overall rate of cohesion
6	0.811	Proactiveness
6	0.766	Speed
6	0.724	Flexibility
6	0.815	Response
0.779		Overall rate of agility
0.783		The total sum of the variables

Source: Prepared by the researcher based on the results of the computer program (SPSS).

The results shown in the aforementioned Table 3 indicate that the Cronbach's Alpha coefficient gives a strong statistical significance for all the main variables in their overall form, which amounted to (0.783), which is a high percentage and gives strong acceptability to the stability of the measurement tool, which is evidence that The questionnaire is characterized by consistency in measurement and gives researchers the right to adopt its results and circulate them to society. As for the sub-level of the study dimensions, the responsiveness dimension obtained the highest percentage of reliability, which reached a value of (0.815), and the lowest percentage of reliability

reached a value of (0.724), which is related to flexibility for the variable marketing agility in general. The coefficients indicate the stability of the questionnaire results obtained thanks to its application.

**Fourth: Presenting the descriptive analysis results of the three companies regarding the study variables**

This paragraph aims to present the results of the descriptive analysis of the three companies regarding the overall dimensions of the study variables, which are represented by the two variables, (strategic cohesion, marketing agility), as follows:

**Table 4:** The arithmetic mean and standard deviation of the responses of the study sample members towards the dimensions of strategic cohesion

Standard deviation	Arithmetic mean	Dimensions	Sequence
0.471	3.989	Organizational Fueling	1
0.392	3.955	Organizational Shapin	2
0.398	3.953	Entwining Organizational	3
0.420	3.965	General total	

Source: Prepared by the researcher based on the results of the computer program (SPSS)

Through the results of Table 4, it is clear that the value of the overall average reached (3.965), which is a high and acceptable value, and this was confirmed by the consistency in the answers of the study sample, which was reflected in the general standard deviation, which reached (0.420). This indicates that workers in the companies under study have awareness and understanding. They are highly responsive to the variable, strategic cohesion, and consider it to be of

great importance when adhering to it and implementing its activities, because it is a process that improves the internal work environment and enhances communication between the departments and divisions of the company, which means that these results provide us with an answer to the first research question, which states (what is the level of perception of the three sample companies The study towards their interest in strategic cohesion).

**Table 5:** The arithmetic mean and standard deviation of the responses of the study sample members towards the dimensions of marketing agility

Standard deviation	Arithmetic mean	Dimensions	Sequence
0.394	3.953	Proactiveness	1
0.389	3.942	speed	2
0.371	3.937	Flexibility	3
0.429	3.747	Response	4
0.395	3.894	General total	

Source: Prepared by the researchers based on the results of the computer program (SPSS)

From the results of Table 5, it is clear that the overall average value reached (3.894), which is a high and acceptable value, and this was confirmed by the consistency in the answers of the study sample, which was reflected in the general standard deviation, which reached (0.395). This indicates that there is a trend towards marketing agility, which reflects. The ability of organizations to develop flexible and simple marketing models depends on continuous coordination and cooperation between the marketing department and other departments, not on the organization remaining close to its customers. That is, these companies realized the necessity of starting to implement marketing agility practices, as they achieve efficiency and quality in serving customers, satisfying them, and advancing the company's goals. Which means that these results provide us with an answer to the second research question, which states (what is the level of orientation of the three companies in the study sample towards marketing agility).

**Fifth: Testing hypotheses**

In this paragraph, the test of correlation and influence relationships between the study variables will be presented and analyzed through the first and second main hypotheses. The first main hypothesis, There is a significant correlation between strategic cohesion in terms of its dimensions and marketing agility. The following sub-hypotheses are derived from it:

1. There is a significant correlation between organizational excitement and marketing agility in the companies studied.
2. There is a significant correlation between organizational founding and marketing agility in the companies studied.
3. There is a significant correlation between organizational synergy and marketing agility in the companies studied.

**Table 6:** Correlations between strategic cohesion and marketing agility

Moral	Correlation value	Correlation between variables
0.000	0.475	Organizational Fueling < ---> Marketing agility
0.000	0.437	Organizational Shapin < ---> Marketing agility
0.000	0.553	Entwining Organizational < ---> Marketing agility

Source: Prepared by the researcher based on the SPSS statistical program

**The results of Table 6 show the following**

- The value of the correlation between the variable (Organizational Fueling <---> Marketing agility), It was equal to (0.475), which is a significant value in terms of the sig value of (0.000), and this correlation represents the positive relationship between the two variables. This is consistent with the study of and others who indicated that the environment of excitement in the organization is linked to some behaviors, feelings, and organizational processes that may improve the company’s performance, as was also stated in the study of (Ko, et al., 2021) [27] and others consider that the environment Work based, Excitement awakens some feelings in the employee, such as feeling supported, cared for, and appreciated in times of need. The study of and others also indicated that in this supportive organizational climate, employees may feel more committed to the organization and willing to share their skills and knowledge. The result of the value of engagement provides support for accepting the first sub-hypothesis of the first main hypothesis.
- The value of the correlation between the variable(Organizational Shapin <--->Marketing agility), It was equal to (0.437), which is a significant value in terms of the sig value of (0.000), and this correlation represents the positive relationship between the two variables. Which means that the organization’s values constitute the beliefs and ideas related to the types of goals (marketing agility) that the company’s employees must achieve and the standards of behavior that the company’s members must have to achieve those goals. As stated in the study, the success of job performance depends on the presence An organizational culture that supports the efforts of the company's employees, which leads to achieving the maximum possible benefit from performance, so that the work environment encourages effective management of performance. The result of the correlation value provides support for accepting the second sub-hypothesis of the first main hypothesis.
- The value of the correlation between the variable

(Entwining Organizational <---> Marketing agility), It was equal to (0.553), which is a significant value in terms of the sig value of (0.000). This correlation represents the positive relationship between the two variables, which means that companies emphasize teamwork because collective efforts lead to better results than individual efforts, and they gain many advantages for companies, such as Increased profits, reduced costs, competitive advantage, customer satisfaction, and market share, as stated in the study (Vaidya, 2024) [54] if a group of people or companies work together constructively to achieve a goal, In common, the result will be greater than if they had worked independently. Individuals working together to present innovative ideas and businesses that combine several products or markets are a sign of positive synergy. In general, it results in operational efficiency, new opportunities, and better use of resources. The result of the value of the connection It provides support for accepting the third sub-hypothesis of the first main hypothesis. Through the results above for the first main hypothesis, the correlation values were all significant and acceptable through the level of significance that was obtained. This means that there is a positive and significant correlation between all dimensions of strategic cohesion and marketing agility, and this indicates that strategic cohesion enhances marketing agility in a way. General, thus accepting the first main hypothesis.

**The second main hypothesis: There is a significant effect of strategic cohesion as a function of its dimensions on marketing agility, The following sub-hypotheses branch out from it**

1. There is a significant effect Organizational Fueling on the Marketing agility.
2. There is a significant effect Organizational Shapin on the Marketing agility.
3. There is a significant effect Entwining Organizational on the Marketing agility.

**Table 7:** The effect of strategic cohesion on marketing agility

Sig Moral	F-test	Direct impact	R	Correlation between variables
0.000	66.369	0.336	0.475	Organizational Fueling < ---> Marketing agility
0.000	53.899	0.329	0.437	Organizational Shapin < ---> Marketing agility
0.000	100.37	0.410	0.553	Entwining Organizational < ---> Marketing agility

Source: Prepared by the researcher based on the SPSS statistical program

**From the results of Table 7, the following is evident**

- The value of the direct standard effect factor was equal to (0.336) and the value of the test (F-test) was equal to (66.369), which is greater than the tabular value. When comparing the level of significance to the level of 0.05, we find that it is much less than it, not because it is equal to (0.000). This means that there is a significant effect of organizational excitement on marketing agility. That is to say, the greater the motivation and encouragement from the work environment, the more agile the company’s performance in responding to the needs and desires of its customers, and this result coincides with the study of (Ko, et al. 2021) [27] to provide support for accepting the first sub-hypothesis of the fourth main hypothesis.
- The value of the direct standardized effect factor for the second sub-hypothesis is equal to (0.329), and the value

of the test (f-test) was equal to (53.899), which is greater than the table value. When comparing the level of significance to the level of 0.05, we find that it is much less than it, because it is equal to (0.000) this means that there is a significant effect of organizational structure on marketing agility. This indicates that companies that have a cohesive and strong organizational culture are the most creative in everything, unlike non-creative companies that are characterized by the presence of an organizational culture that tends to focus on power and influence within the company instead of interest. It also tends to focus on quantity at the expense of quality, neglects the human element, and avoids creativity, thus affecting its marketing agility. This result coincides with the study (Khalil and Hilal, 2022) [5] to provide support for accepting the second sub-hypothesis of the fourth main hypothesis.



- The value of the direct standardized effect factor for the third sub-hypothesis is equal to (0.410), and the value of the test (F-test) was equal to (100.37), which is greater than the table value. When comparing the level of significance to the level of 0.05, we find that it is much less than it, because it is equal to (0.000) this means that there is a significant effect of organizational synergy on marketing agility. This is due to the effect of the interaction between the parts as they work together. The real interaction between the parts of the organization causes a much greater impact than the effect of the individual parts, as each part performs a role at the same time helping the other parts, and thus an increase in the overall performance of the company and the speed of response to the needs and desires of customers. This result is consistent with the study (Saeed, 2018) <sup>[6, 7]</sup> to provide support for accepting the third sub-hypothesis of the second main hypothesis.

In line with the above and through the results that appeared in Table 7, we find that strategic cohesion has an effective impact on marketing agility because strategic cohesion improves the internal work environment and makes workers more adaptable to changes through creativity, individual and organizational adaptation, and directing workers to accomplish tasks. Related to the specific roles and responsibilities of the sales person, services and relationship development, where human messages are directed to workers within the organization their attitudes, morale, satisfaction, achievement and the values and goals that distinguish the organization and its members from competitors, which means that, These results provide us with an answer to the fourth research question, which states (Is there an effect of strategic cohesion on marketing agility in the three companies sampled for the study) and thus accepting the fourth main hypothesis and its sub-hypotheses.

#### **Fourth axis: Conclusions and Proposals**

##### **First: Conclusions**

1. The management of the three telecommunications companies (Asia Cell, Korek Telecom, and Zain Iraq) was able to use strategic cohesion activities and through flexible organizational structures for the process of communication and cooperation between the departments and divisions of the company, horizontally and vertically, and to provide encouragement and motivation to workers and apply the principle of a culture of cooperation and participation.
2. The management of the three companies has an orientation towards agile marketing activities, and this is evident through a set of indicators that we notice, which is that the three companies compete in the speed of providing a certain service or offering a group of services in one package, such as additional credit, a free internet package, or a subscription to the free calling package. Limits, as well as contacting the customer to listen to his opinion or comments about the offers and services provided to him. These trends indicate that the management of companies has an orientation towards marketing agility.
3. The management of the three companies succeeded in creating a strong logical connection between strategic cohesion and marketing agility by taking advantage of the process of communication and interconnection

between employees and the company's divisions and departments and the ease of exchanging information, opinions and ideas between these employees, which in turn contributes to facilitating the value and quality of the service provided to the customer.

4. It turns out that the management of the three companies realizes the importance of strategic cohesion in achieving marketing agility, because the cohesion strategy contributes to the process of communication and coordination of efforts between the various departments of the organization, as it encourages good communication between employees and motivates them for better performance and higher productivity, which ensures the success of implementing marketing programs and plans.

##### **Second: Recommendations**

This paragraph deals with presenting a set of general proposals based on conclusions, trying to provide solutions or mechanisms for activating the research topic, including:

1. The need for telecommunications services companies, especially those operating in the local environment, to pay attention to strategic cohesion and its role in activating the strengths within the organization, which enhances the interconnection and integration between the departments and divisions of the organization and the ease of transferring information and ideas between employees and organizational levels, horizontally and vertically, which reflects positively on the role of employees in practicing Agile marketing activities.

##### **Implementation mechanism.**

- a) Providing a safe and stable work environment for employees.
  - b) Increasing attention to the flexible organizational structure and enabling employees to make appropriate decisions in certain situations.
  - c) Guiding senior and middle management to increase communication with employees at executive levels.
2. Iraqi organizations in general, and the management of the three companies sampled in the study in particular, need to move towards agility activities in their marketing operations, as our organizations still do not understand the nature of marketing activities that are compatible with the contemporary business environment, which is characterized by turmoil, complexity, and ambiguity, in addition to their weak awareness of the importance resulting from adopting agility activities. Marketing, which requires modern marketing activities that adapt to these changes and achieve success.

##### **Implementation mechanism**

- a) Providing advanced means such as information technology, social networking sites, and direct means of communication to know the needs of customers.
- b) The possibility of diversifying value offers in a way that meets the ambitions of all categories of customers.
- c) He was keen to collect information from the market to respond to customer requests faster than competitors were.

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