



Available online at <http://jeasiq.uobaghdad.edu.iq>  
DOI: <https://doi.org/10.33095/0fw8ah03>

## The Effect of Dynamic Marketing Capabilities on Organizational Reputation: An Analytical Research in General Company Diyala

Souad Abd Abbas Al-Salhi\*

Department of Public Administration  
College of Administration and Economics  
University of Baghdad  
Baghdad Iraq

[SoadAbdAbaas@gmail.com](mailto:SoadAbdAbaas@gmail.com)

\*Corresponding author

Alia Saeed Abbas Al-Jawfi

Department of Public Administration  
College of Administration and Economics  
University of Baghdad  
Baghdad Iraq

[halyaa\\_saeed@coadec.uobaghdad.edu.iq](mailto:halyaa_saeed@coadec.uobaghdad.edu.iq)

Received:4/2/2024

Accepted:26/2/2024

Published Online First: 30 /4/ 2024



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

### Abstract:

The current research aims to determine the extent of the impact of dynamic marketing capabilities in its dimensions (product development, market knowledge, customer relationship management) as an explanatory variable on organizational reputation in its dimensions (social responsibility, service quality, creativity) as a response variable to arrive at appropriate mechanisms that enable General Diyala Company By exploiting its dynamic marketing capabilities to achieve its organizational reputation. For this purpose, several hypotheses formulated, the most important of which is finding the influence relationship. To test the research hypotheses, the researcher chose Diyala Company, and relied on the descriptive-analytical method. Data collected from various levels of management and departments. The data included managers, agents, marketing, media, communications, and relations departments. The sample number was (115) individuals, and the questionnaire was relied upon to collect data, in addition to the researcher's use of personal interviews with the company's general manager and department managers to enhance the questionnaire's results. The researcher relied on SPSS, Amos, and Excel programs to process and analyze the questionnaires. He also used descriptive statistics methods (arithmetic mean, standard deviation, coefficient of variation, coefficient of determination, R2, relative importance), and the most prominent conclusions were the interest in creative people and the adoption of rules and instructions that suit their needs and skills, which reflects a strategic vision to support and encourage creativity within the company.

### Research paper.

**Keywords:** Dynamic marketing capabilities, organizational reputation.

## **1. Introduction:**

An organization lives in an environment that it influences and is affected by, forming an open system that interacts with its external environment. Defining precise boundaries between an organization and its environment becomes difficult, given the constraints and opportunities it imposes on it. To ensure their continuity and growth in the marketplace, organizations need to possess dynamic marketing capabilities, as they are the basis for facing challenges and taking advantage of opportunities. Current research focuses on the impact of dynamic marketing capabilities on organizational reputation. These variables are considered essential at the scientific and organizational level, as dynamic marketing capabilities contribute to enabling the organization to adapt to changes in markets and marketing opportunities. The core problem relates to the company's ability to possess dynamic marketing capabilities and their impact on its reputation. One of the most important conclusions is that the company should analyze marketing opportunities more accurately and identify competitors' weaknesses to ensure full benefit. It must also develop marketing strategies that enhance added value to customers and invest in innovation and product development to improve performance and outperform competitors.

### **1.1 Literature review:**

There are many studies discussed Marketing capabilities Dynamic:

Hoque (2017) explained that the development of dynamic marketing capabilities is a complex and not an ordinary process, so the exporting organization must adjust the accumulated internationalization of marketing capabilities and knowledge management to mitigate the threats of radical market changes and meet requirements. Its customers are better than competitors' exports.

Kwon (2021) concluded that the impact of dynamic marketing capabilities, such as market responsiveness and rebuilding of marketing resources, has a significant positive effect on export performance. These capabilities enhance company and brand awareness, enhance price and quality competitiveness, and improve customer relationships.

Zohourian et al. (2022) discovered an indirect positive relationship between proactive marketing orientation and organization performance through operational capabilities, and organizations need to participate in the environment to enhance their knowledge of markets and exploit opportunities.

Khater (2023) clarified that dynamic marketing capabilities have the potential to enable the success of small service projects, as well as training workers who deal directly with customers, in addition to listening well to customer opinions and comments and acquiring information relevant to the project and the surrounding environment.

There are many studies discussed Organizational reputation:

Muthoni and Kinyua (2020) explained that working to improve the principles of justice and equality in the work environment contributes to the implementation of all recommendations at the corporation to improve the company's reputation and enhance its performance in the market.

Saputra (2020) suggested that the prominent influence of a company's reputation appears in determining its business performance, and environmental disclosure enhances this influence positively and effectively in improving business performance.

Al-Karim (2020) suggested that improving an organization's reputation depends on enhancing strategic alignment, which necessitates looking at this modern aspect as an effective tool influenced by internal and external factors. Emphasis should place on promoting essential practices to improve their direct impact on the organization's reputation.

Shaheen (2023) suggested the need to pay attention to and enhance the organization's ideology, by the values and beliefs of employees and managers and with society on the other hand, and to create an environment that supports and enhances organizational commitment and organizational loyalty, and the need to pay attention to the organization's reputation, by local, international and international standards.

Also, some studies that linked dynamic marketing capabilities and organizational reputation:

Bao et., al (2012) suggested that when the market encounters reality changes, information should be up-to-date to ensure that customer needs are fulfilled and competitors' strategies are well structured, as the importance of understanding the market lies in providing up-to-date information to the organization to contribute to maintaining its reputation and sustainability.

Nahhas (2022) explained that product development enhances the organization's reputation in the market and contributes to its survival and continuation in light of intense competition, which prompts modern institutions to realize the necessity of adapting to the changes surrounding them and maintaining their position.

Referring to previous studies, the current research distinguishes from various aspects.

1.The way to benefit from the previous efforts presented above is to deepen understanding of the subject of the study by reviewing the contributions of researchers in the role of strategic containment and organizational brilliance. In addition, most previous studies adopted a questionnaire form to survey opinions, which benefited the researcher in formulating questionnaire paragraphs related to the variables of her research.

2.What distinguishes this study from previous efforts is that the research, being a field study in the Iraqi environment, specifically in the Ur General Company), sought to achieve results that benefit the observed organization. The study also aims to increase interest in adopting the variables of current research in formulating the organization's policy to confront environmental changes. The researcher intends to use models that are compatible and harmonious with the nature of the

organization. That would help the adaption to meet the needs and aspirations of beneficiaries in the present and future.

The core research problem relates to the extent to which the company in question possesses dynamic marketing capabilities, which these capabilities affect the company's reputation.

In light of all of the above, the research problem determined by the following questions:

1. Does General Diyala Company have effective and dynamic marketing capabilities?
2. Does General Diyala Company have an effective organizational reputation?
3. What is the nature of a relationship between the dimensions of dynamic marketing capabilities and organizational reputation?
4. Is there a relationship between the dynamic marketing capabilities and the organizational reputation of General Diyala Company ?
5. Do dynamic marketing capabilities affect the overall reputation of Diyala Company?

The research aims to achieve the following objectives:

1. Describe and diagnose the dynamic marketing capabilities of General Diyala Company .
2. Describe and diagnose the organizational reputation of General Diyala Company .
3. Identify the correlational relationship between dynamic marketing capabilities and organizational reputation in General Diyala Company .
4. Identify the influential relationship type of dynamic marketing capabilities on the organizational reputation of General Diyala Company .
5. Provide theoretical and empirical insights to the researched company's management regarding the significance of dynamic marketing capabilities in organizational reputation.

## 2.2 Material and Methods:

The execution of the research requires adopting a specific methodology that aligns with the nature and subject of the study. The research methodology is determined based on determined variables and objectives, with the researcher relying on the descriptive-analytical approach in this context. This approach was characterized by a comprehensive view, linking the case description with its analysis, enabling the integrated collection of data and information to understand the research problem and achieve the desired objectives.

### 2.1 Research Tools:

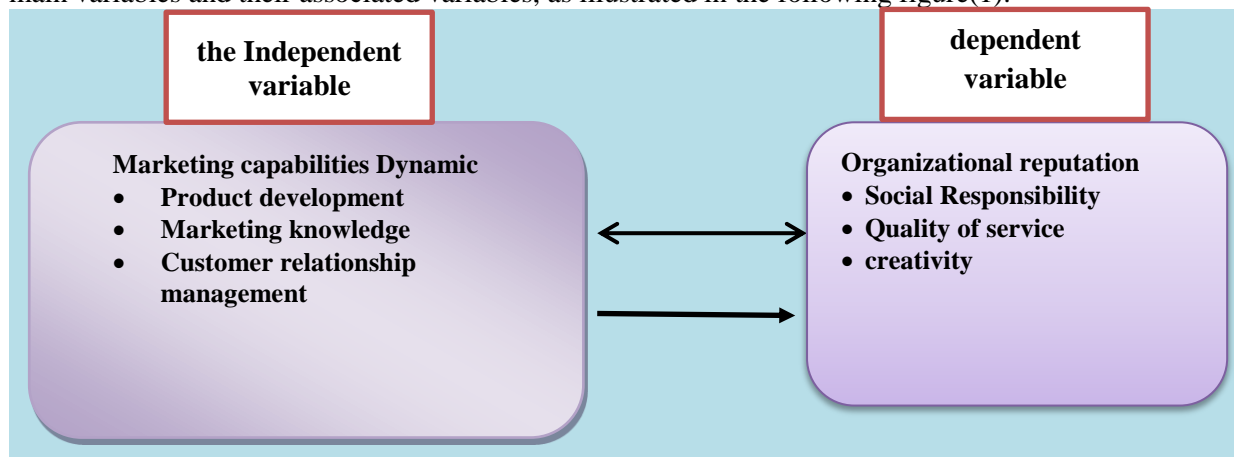
The researcher used a survey as the essential tool to collect data and information related to the practical aspect of this research, relying on a five-point Likert scale. The five-point Likert scale was considered one of the most widely used scales and methods in management fields.

### 2.2 Data Analysis Tools:

Many statistical methods utilized in this research to analyse data, measure and test hypotheses. The researcher examined the questionnaire data using SPSS.V26 and AMOS.V24 programs.

### 2.3 The hypothetical scheme of the research:

The theoretical framework of the research (The impact of dynamic marketing capabilities on organizational reputation) aims to elucidate the logical relationships between the main variables and their associated variables, as illustrated in the following figure(1).



**Figure 1:** Research hypothetical framework

**Source:** Prepared by the researcher.

### 2.4 The Research hypotheses:

**The research adopted a set of core and sub-hypotheses, as follows:**

1.The first core hypothesis: There is a significant correlation between dynamic marketing capabilities and organizational reputation, and the following sub-hypotheses branch out from it:

- A. There is a significant correlation between product development and organizational reputation.
- B. There is a significant correlation between market knowledge and organizational reputation.
- C. There is a significant correlation between customer relationship management and organizational reputation.

2.The second core hypothesis: There is a significant relationship between the influence of dynamic marketing capabilities on organizational reputation, and the following sub-hypotheses branch out from it:

- A. There is a significant effect of product development on organizational reputation.
- B. There is a significant effect of market knowledge on organizational reputation.
- C. There is a significant effect of customer relationship management on organizational reputation.

## **2.5 Marketing Capabilities Dynamic:**

Dynamic marketing capabilities represent specific, cross-functional business processes to create and deliver superior value added to customers in response to market changes (Barrales et al.,2014). Dynamic marketing capabilities are critical factors that influence maintaining and positively enhancing an organization's performance by responding to changes in the market. The market needs in uncertain situations. In addition, they contribute to defining their boundaries and provide better direction, which helps in future exploration (Riswanto,2019). Konwar et al. (2017) pointed out that dynamic marketing capabilities represent the effectiveness of a package of interconnected actions that support an organization's ability to engage in various marketing activities and respond to changes in market conditions. He believes that dynamic marketing capabilities are an extension of the resource-based theory, as current marketing capabilities must be increasingly dynamic to obtain relevant information from the changing market to focus on meeting customer needs (Reimann et al., 2021).

### **2.5.1 Dimensions of Marketing Capabilities Dynamic:**

#### **2.5.1.1 Product development:**

The evolution of a product is a continuous process for an organization, generating new ideas by leveraging and exploring new ways of developing current knowledge, and implementing this knowledge to meet customer requirements (Hoque,2017). This confirmed by Degeneffe (2012) that there are reasons prompting an organization to develop new products, including increasing shareholder value, enhancing the organization's competitive position, and maximizing the benefits from its assets. The purpose of product development encompasses various functions, including design, development, and launch of new products to meet customer needs and desires (Fang and Zou ,2009).

#### **2.5.1.2 Quality of Service:**

Smits et al. (2011) defined market knowledge as the organization justifying a set of beliefs about the market, involving competitors, the external environment, and factors that enhance the organization's marketing activities. Additionally, Al-Shuwaili (2013) highlighted that market knowledge reflects the organization's ability to gather, analyze, and interpret all information related to market elements, such as customers, competitors, and market research, in a way that enhances its competitive position, increases market share, and enables predicting product demand. Market knowledge consists of data and information collected by the organization through market surveys, revealing the nature of influencing forces, including customers, suppliers, competitors, and the products offered in the marketplace (De Luca and Atuahene,2007).

#### **2.5.1.3 Customer Relationship Management:**

Customer relationship management is a system that includes all aspects of dealing with customers, including call centers, sales forces, marketing, technical support, and the service field. An essential goal of customer relationship management is to enhance long-term growth and profitability by better understanding customer behavior, and providing feedback more effectively about their desires and tastes (Buttle,2009).

Hoque et al. (2021) indicated that customer relationship management refers to the complex organizational processes used to obtain information from current or potential customers and transform it into multi-functional knowledge that enables maintaining and developing communications with customers and benefiting from the value proposition offered by the organizations. It leads to increased customer loyalty and satisfaction. Customer relationship management expresses the evolution of relationships with customers, providing after-sales services to meet customers' needs in preferable ways, and working to obtain information and transfer it to customers (Riemann et al., 2021). Mohammad (2012) indicated that customer relationship management helps organizations obtain a comprehensive view of their customers' behavior, and modifies their business operations to ensure customer service in the best possible way.

## **2.6 The Concept of Organizational Reputation:**

Organizational reputation refers to a crucial value for organizations to maintain a competitive edge and establish long-term relationships with diverse stakeholders (Song et al., 2019). The organizational reputation is perceived differently across various perspectives and disciplines. Some strategic experts view it as a source of competitive advantage, contrasting accountants who see it as a form of fame with fluctuating market value. Organizational reputation encompasses perceptions and evaluations by all relevant stakeholders regarding performance, products, services, employees, and emotional appeal (Al-Bayati, 2019). According to deMarcelli and Teodoresco (2012) organizational reputation is intangible assets that form over time, shaped by the value stakeholders receive and their trust in the organization. It is non-replicable, dependent on the organization's culture, and evolves. The leader's performance also influences the organization's reputation by outstanding work performance of individuals, and creating admiration from others (Stewart, 2006). A positive reputation supports friendly relationships with influential parties, allowing the organization to navigate external and internal crises professionally, focusing on competition in the job market within the organization's overall strategy (Winn et al., 2008). Abbas and Saeed (2016) emphasized that organizational reputation reflects the overall impression created by individuals and entities associated with the organization regarding its activities, systems, decisions, and policies. This impression affects continuous interaction with stakeholders, manifests in the organization's efforts and outstanding achievements, seeks to obtain societal satisfaction, and enhances well-being.

### **2.6.1 Dimensions of Organizational Reputation:**

#### **2.6.1.1 Social Responsibility:**

The social responsibility of organizations reduces conflicts between companies and local communities if they can eliminate poverty, and unemployment, and create job opportunities. This makes the organization a source of innovation and competitive advantage (Yuniarta et al., 2020). Social responsibility considers an organizational strategy as it is a significant internal resource shaping the organization's culture and values, leading to enhanced organizational reputation and profitability (Solikhin et al., 2019). Organizational social responsibility generates goodwill from employees, stakeholders, and consumers. That enhances the organization's reputation and long-term viability. It can bring various business benefits, such as improving the organization's image, reputation, competitive advantage, cost savings, and increased sales revenue (Al-Karim, 2020). According to Pride and Ferrell (2022) social responsibility is the organization's commitment to maximize its positive impact and minimize negative effects on society through ethical, legal, humanitarian, and economic practices and considerations. Ibrahim and Ahmed (2023) pointed out that corporate social responsibility reports in their early stages primarily covered social issues within the company and its surrounding community. With industrial advancements, the struggle for survival in competitive markets, and environmental incidents impacting both the environment and society, the scope of these reports expanded.

#### **2.6.1.2 Quality of Service:**

Service quality defined by the gap between the expectations of employees, customers, and stakeholders, and their perceptions and experiences of the perceived service (Al-Kalsh, 2023). Del et al. (2019) referred to all the measures related to service delivery to enhance and maintain the product's value. Service quality is considered one dimension of organizational reputation achievement. Since the emergence of interest in studying organizations and their success requirements, from classical and behavioural organizational schools to the scientific management school, the concept of service quality has matured in the administrative world. Service quality includes five factors: tangibles, responsiveness, reliability, empathy, and assurance (Song et al., 2019). According to Abdel (2019) service quality represents the degree to which the service meets the needs and desires of customers through the characteristics of the provided service and the amount of added value the customer receives as a result of obtaining

this service. Ismael and Al-Azzawi (2017) defined it as a set of behaviours performed by employees in the organization towards customers to achieve their satisfaction.

### 2.6.1.3 Creativity:

Creativity defined as encompassing distinctive features of products, individuals, and thinking processes by Darvishmotevali et al. (2022). Creativity considers like broad source of competitive advantage that organizations can leverage to respond to evolving business conditions. Creativity correlates positively with organizational reputation; the more creative an organization is more reflected in its reputation. Creativity fosters employee loyalty, and commitment to organizational structures, and enhances the attractiveness of employees and the community (Shaheen,2023). In constant challenges, organizations seek to continuously generate novel and valuable ideas to develop products, services, processes, managerial practices, and competitive strategies (Olszak et al., 2018). Nouri (2012) defined organizational innovation as a new idea or behaviour within the organization's industry, market, or broader environment.

### 2.7 Descriptive analysis of research variable:

The researcher conducted a test to determine the type of data distribution related to each variable. Based on this analysis, the researcher utilizes the appropriateness of descriptive statistics for the distribution of the data, whether normal or non-normal. Then makes a decision based on the data's quality , whether using parametric or non-parametric statistics.

#### 2.7.1 Firstly: Analyzing and explaining the dimensions of the variable dynamic marketing capabilities.

An analysis and explanation were conducted on the dimensions of the variable dynamic marketing capabilities; (product development, market knowledge, and customer relationship management). Statistical methods used in this context include the coefficient of variation, the arithmetic mean, and the standard deviation. The ranking prepared based on the coefficient of variation, results shown in Table (1):

**Table1:** Analysis of the dimensions of the variable dynamic marketing capabilities

| T        | The dimension                           | Arithmetic mean | standard deviation | Coefficient of Variation | arrangement |
|----------|---|-----------------|--------------------|--------------------------|-------------|
| 1        | Product development                     | 3.854           | 0.413              | 10.71%                   | 1           |
| 2        | Market knowledge                        | 3.574           | 0.532              | 14.87%                   | 3           |
| 3        | Customer relationship management        | 3.831           | 0.493              | 12.86%                   | 2           |
| variable | variable dynamic marketing capabilities | 3.753           | 0.391              | 10.41%                   | the first   |

**Source:** prepared by the researcher based on SPSS results

It is clear from the previous table that:

1. The dimension "Product Development" reflects an arithmetic mean of 3.854. This value shows that there is total agreement among participants about the development of the product, with the number indicating high availability. The standard deviation for this dimension was 0.413, a low level indicating a narrow spread in participants' opinions about product development. The coefficient of variation reached 10.71%, which indicates relative agreement in the participants' perspectives regarding product development, and the dimension reflects the first rank among the dimensions concerned.

2. About the "market knowledge" dimension, the arithmetic mean reached 3.574, which reflects high availability. The standard deviation was low at 0.532, showing a narrow spread in participants' opinions on this aspect of market knowledge. The coefficient of variation, which reached 14.87%, indicates a relative consensus in the participants' perspectives regarding market knowledge. This dimension ranks third among the two dimensions concerned with this issue.

3. About the "customer relationship management" dimension, the arithmetic mean was 3.831, which shows a high availability of this dimension. The standard deviation is low at 0.493, indicating a narrow spread in participants' opinions on this aspect of CRM. The coefficient of variation reached 12.86%, which indicates limited differences in participants' perspectives about it. This dimension ranks second among the two dimensions concerned with this issue.

### 2.7.2 Secondly: Analyze and explain the dimensions of the organizational reputation variable.

An analysis and explanation were conducted on the dimensions of the organizational reputation variable; (social responsibility, quality of service, and creativity). Statistical methods used in this context include the coefficient of variation, the arithmetic mean, and the standard deviation. The ranking prepared based on the coefficient of variation, results clarified in Table (2):

**Table2:** Analysis of the dimensions of the variable organizational reputation

| T        | The dimension                                 | Arithmetic mean | standard deviation | Coefficient of Variation | arrangement |
|----------|---|-----------------|--------------------|--------------------------|-------------|
| 1        | Social Responsibility                         | 3.073           | 0.489              | 15.90%                   | 1           |
| 2        | Quality of service                            | 3.137           | 0.514              | 16.38%                   | 2           |
| 3        | creativity                                    | 2.993           | 0.518              | 17.30%                   |             |
| Variable | The variable is the organizational reputation | 3.068           | 0.367              | 11.96%                   | the Second  |

**Source:** prepared by the researcher based on SPSS results

It is clear from the previous that:

4. As for the "social responsibility" dimension, the arithmetic mean was 3.073, which indicates a moderate availability, that is, a moderate level of interaction with this dimension among the participants. The standard deviation for this dimension is 0.489, which reflects homogeneity in participants' views regarding social responsibility. The coefficient of variation, which reached 15.90%, shows few differences in the participants' opinions regarding this dimension. This dimension ranks first among the two concerned dimensions.

5. Regarding the "quality of service" dimension, the arithmetic mean reached 3.137, which indicates moderate availability. The standard deviation for this dimension is 0.514, reflecting a narrow variance in participants' opinions about service quality. The coefficient of variation, which reached 16.38%, shows little difference in the participants' opinions regarding this dimension. This dimension ranks second between the two concerned dimensions.

6. Regarding the "Creativity" dimension, the arithmetic mean was 2.993, which indicates moderate availability. The standard deviation for this dimension is 0.518, reflecting a narrow variance in participants' views of creativity. The coefficient of variation, which reached 17.30%, shows a slight difference in the participants' opinions regarding this dimension. This dimension ranks third between the two concerned dimensions.



## 2.8 Hypothesis testing:

### 2.8.1 First: Testing the first core hypothesis: There is a significant correlation between dynamic marketing capabilities and organizational reputation

Table (3) shows the value of the Pearson correlation coefficient between dynamic marketing capabilities and organizational reputation, where the coefficient reached (0.755\*\*). The degree of freedom for the test is 120. In addition, the statistical significance value for this test is (0.000), which is much lower than the statistical significance value (0.05). That indicates a strong positive correlation between dynamic marketing capabilities and organizational reputation. Thus, the first core hypothesis is accepted.

#### 2.8.1.1 The test of this hypothesis consists of testing the following sub-hypotheses:

1. Testing the first sub-hypothesis: There is a significant correlation between product development and organizational reputation.

Table (3) shows the value of the Pearson correlation coefficient between product development and organizational reputation, where the coefficient reached (0.576\*\*). The degree of freedom for the test is 120. In addition, the statistical significance value for this test is (0.000), which is much lower than the statistical significance value (0.05). That suggests a strong positive correlation between product development and organizational reputation. Therefore, the first sub-hypothesis is accepted.

2. Testing the second sub-hypothesis: There is a significant correlation between market knowledge and organizational reputation.

Table (3) shows the value of the Pearson correlation coefficient between market knowledge and organizational reputation, where the coefficient reached (0.612\*\*). The degree of freedom for the test is 120. In addition, the statistical significance value for this test is (0.000), which is much lower than the statistical significance value (0.05). This indicates a strong positive correlation between market knowledge and organizational reputation. Therefore, the second sub-hypothesis is accepted.

3. Testing the third sub-hypothesis: There is a significant correlation between customer relationship management and organizational reputation.

Table (3) shows the value of the Pearson correlation coefficient between customer relationship management and organizational reputation, where the coefficient reached (0.651\*\*). The degree of freedom for the test is 120. In addition, the statistical significance value for this test is (0.000), which is much lower than the statistical significance value (0.05). This indicates a strong positive correlation between customer relationship management and organizational reputation. Therefore, the third sub-hypothesis is accepted.

**Table 3:** values of the correlations between the variable dynamic marketing capabilities and its dimensions with the variable organizational reputation

| Variable and dimension           | Correlation value | Degree of freedom | Significant correlation | the condition |
|----------------------------------|-------------------|-------------------|-------------------------|---------------|
| Product development              | **0.576           | 115               | 0.000                   | Moral         |
| Market knowledge                 | **0.612           | 115               | 0.000                   | Moral         |
| Customer relationship management | **0.651           | 115               | 0.000                   | Moral         |
| Dynamic marketing capabilities   | **0.755           | 115               | 0.000                   | Moral         |

Source: prepared by the researcher based on SPSS results

### **2.8.2 Second: Testing the second core hypothesis; a significant effect of dynamic marketing capabilities on organizational reputation.**

Analyzing the data in Table (4), it appears that the value ( $\alpha = 0.408$ ) is the lowest possible value for the organizational reputation variable. The value of ( $\beta = 0.709$ ) indicates a positive effect of dynamic marketing capabilities on organizational reputation. The coefficient of determination shows a value of (0.570). That means 57% of the variance in the organizational reputation variable can be interpreted through dynamic marketing capabilities. In addition, 43% of this variance is due to other variables outside the scope of the study.

The test value ( $F = 149.692$ ) shows that there is a significant statistical impact of dynamic marketing capabilities on organizational reputation, as the relevant test value reached (0.000), which is less than the usual level of statistical significance (0.05). Therefore, the second core hypothesis is accepted.

#### **2.8.2.1 It consists of testing the following sub-hypotheses:**

1. Testing the first sub-hypothesis: There is a significant influence relationship between product development and organizational reputation.

Analyzing the data in Table (4), it appears that the value of ( $\alpha = 1.096$ ) is the lowest possible value for the organizational reputation variable. In addition, the value of ( $\beta = 0.512$ ) indicates a positive effect of product development on organizational reputation. The coefficient of determination shows a value of (0.332), which indicates that 33.2% of the variance in the organizational reputation variable can be interpreted by product development, and 66.8% of this variance is due to other variables outside the scope of the study. The test value ( $F = 56.065$ ) shows a significant statistical impact of product development on organizational reputation, as the relevant test value reached (0.000), which is less than the usual level of statistical significance (0.05). Therefore, the first sub-hypothesis is accepted.

2. Testing the second sub-hypothesis: There is a significant relationship between the influence of market knowledge and organizational reputation.

Analyzing the data in Table (4), it appears that the value of ( $\alpha = 1.557$ ) is the lowest possible value for the organizational reputation variable. In addition, the value of ( $\beta = 0.423$ ) indicates a positive effect of market knowledge on organizational reputation. The coefficient of determination shows a value of (0.375), which indicates 37.5% of the variance in the organizational reputation variable can be interpreted by market knowledge, and 62.5% of this variance is due to other variables outside the scope of the study.

The test value ( $F = 67.835$ ), shows that there is a significant statistical effect of market knowledge on organizational reputation, as the relevant test value reached (0.000), which is less than the usual level of statistical significance (0.05). Therefore, the second sub-hypothesis is accepted.

3. Testing the third sub-hypothesis: There is a significant relationship between the influence of customer relationship management and organizational reputation.

Analyzing the data in Table (4), it appears that the value of ( $\alpha = 1.211$ ) is the lowest possible value for the organizational reputation variable. In addition, the value of ( $\beta = 0.485$ ) indicates a positive effect of customer relationship management on organizational reputation. The coefficient of determination shows a value of (0.424), which indicates 42.4% of the variance in the organizational reputation variable can be interpreted by customer relationship management, and 57.6% of this variance is due to other variables outside the scope of the study.

The test value ( $F = 83.125$ ), shows that there is a significant statistical impact of customer relationship management on organizational reputation, as the relevant test value reached (0.000), which is less than the usual level of statistical significance (0.05). Therefore, the third sub-hypothesis is accepted.

**Table 4:** Impact values of the dynamic marketing capabilities variable and its dimensions on the organizational reputation variable

| Variable and dimension           | $\alpha$ | $\beta$ | t( $\beta$ ) | Sig.t( $\beta$ ) | R <sup>2</sup> | F       | Sig.(F) | the condition |
|----------------------------------|----------|---------|--------------|------------------|----------------|---------|---------|---------------|
| Product development              | 1.096    | 0.512   | 7.488        | 0.000            | 0.332          | 56.065  | 0.000   | Moral         |
| Market knowledge                 | 1.557    | 0.423   | 8.236        | 0.000            | 0.375          | 67.835  | 0.000   | Moral         |
| Customer relationship management | 1.211    | 0.485   | 9.117        | 0.000            | 0.424          | 83.125  | 0.000   | Moral         |
| Dynamic marketing capabilities   | 0.408    | 0.709   | 12.235       | 0.000            | 0.570          | 149.692 | 0.000   | Moral         |

Source: prepared by the researcher based on SPSS results

### 3 .Discussion of results:

1. It can be confirmed that General Diyala Company is working on its participation in international exhibitions. General Diyala Company is gaining an opportunity to introduce itself to a global audience. The company is improving its reputation and interacting with individuals from different backgrounds and diverse cultures. Product demonstrations helped attract potential customers' attention and improved their understanding of competitive advantages. Healthy business relationships determined during these events led to increased sales opportunities and future cooperation.

2.The team does not seem sufficiently familiar with the modern technology used by the company. The company faces challenges in integrating modern technology with existing systems.

3.The company offers products at competitive prices, which attracts new customers to the company. Low price is also a strong incentive to attract interest and motivate customers to try the company's products. Customers felt that the company provided good value for money by offering products at reasonable prices, and the low prices led to building strong and lasting relationships with customers. The company has enabled access to new market opportunities by making its products more attractive in terms of prices.

5. The marketing team lacks accurate analysis of competitors' weaknesses and an understanding of exploitation them effectively. That affected its ability to invest in marketing opportunities.

6. The company continues to participate in exhibitions that provide an opportunity for direct interaction with distinguished customers. Creating healthy relationships with customers helps to achieve effective communication. A better understanding of the needs and expectations of customers. Direct communication experiences also allowed the company to adjust its strategy and improve its products and services according to customer needs. Direct communication provided the opportunity to identify unique requirements and give solutions that precisely meet them.

7. No effective marketing strategies were used to target the audience. That led to the inability to fully exploit the capabilities of specialized staff to attract and motivate customers. The company did not have an accurate direction of the advertising message, which made customers not sufficiently aware of the value of the products or services provided by the company.

### **3.1 Proposals:**

**To enhance the organizational reputation of General Diyala Company , a number of the following practices can be followed:**

1. Providing high quality: The company must improve the quality of its products and services. This is possible by investing in research and development and adopting high-quality production and service processes. Products must be reliable and consistently meet customer expectations.
2. Providing excellent customer service: The focus should be on providing a high-quality customer experience. The customer service team must be kind and deal with customer inquiries and complaints quickly and efficiently. There must be mechanisms to measure customer satisfaction and improve the business based on continuous feedback and feedback.
3. Commitment to social and environmental responsibility: The company must be committed to ethical business practices and social responsibility. This can achieve by adopting policies and procedures to preserve the environment, adhere to fair labor standards, and ensure product and worker safety.
4. Effective communication: The company must communicate effectively with customers, shareholders, and the local community. This can achieve by providing multiple communication channels such as email, phones, and social media.
5. Effective response to problems: The company must deal quickly and effectively with any issue or complaint it faces. Mechanisms must receive and address obstacles and take corrective action quickly and effectively.
6. Building strategic partnerships: The company can create long-term partnerships with suppliers, local companies, and non-profit institutions. This can enhance the company's reputation and contribute to expanding its reputation in the market.

When these practices are implemented, General Diyala Company can enhance its organizational reputation and build a positive image among customers, employees, and the community .

### **4 Conclusions:**

1. Diyala Company has expressed its willingness to explore new market opportunities and enhance its global presence, which contributes to building business relationships and expanding its customer network, which leads to increased business volume and improved financial returns.
2. There has been a weakness in taking advantage of modern technology, which indicates not taking full advantage of technological opportunities to improve manufacturing processes and reduce costs.
3. It has become clear that the company is adopting a low-pricing strategy as a successful means of competition, which contributes to attracting more customers, and achieving a larger market share, and making a balance between quality and cost based on a good understanding of customer needs and the ability to confront them effectively.
4. The company has shown investing in competitors' weaknesses as a positive step to effectively benefit from marketing opportunities, which contributes to improving its position in the market and its distinction in attracting customers.
5. The company has specialized cadres that considered a strength aspect, as the technical competencies and available specializations have contributed to providing high-quality services and meeting customer needs, thus building a long-term reputation and enhancing customer loyalty.
6. The company has demonstrated its commitment to social responsibility activities, which has contributed to enhancing its reputation and the loyalty of its customers, and has shown interest in caring for employees and the work environment by allocating a special fund to support employees.
7. The company demonstrates its commitment to providing high-quality services and focusing on meeting the needs of beneficiaries, with continuous improvement in services, which indicates its willingness to listen to feedback, improve operations based on these responses, and build strong relationships with beneficiaries.

**Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

**References**

1. Abdel, S. H. 2019. The role of business models in organizational reputation capital, analytical research in a sample of private colleges in the city of Baghdad, part of the requirements for obtaining a master's degree in business administration sciences, submitted to the Council of the College of Administration and Economics - University of Baghdad.
2. Abbas, Z, and Saeed, H. K. 2016. Transparency and Its Impact on Achieving Organizational Reputation: An Analytical Study in the Centralized Departments of the Ministry of Housing and Construction, College of Administration and Economics / University of Baghdad. *Journal of Economic and Administrative Sciences*. 99 ( 23), pp.143-165.
3. Al-Bayati, H. S. 2019. The effect of marketing deception on organizational reputation. Field research on the pharmaceutical market in Baghdad, part of the requirements for obtaining a Master's degree in Business Administration, submitted to the Council of the College of Administration and Economics - University of Baghdad.
4. Al-Karim, S. A. 2020. The impact of strategic alignment on the organization's reputation An analytical study of the opinions of a sample of managers working at SOMO Company, part of the requirements for obtaining a master's degree in public administration sciences, submitted to the Council of the College of Administration and Economics, University of Baghdad.
5. Al-Kalash, M. N. 2023. A theoretical study of contemporary university reputation management processes in light of some organizational reputation models. *Journal of Educational Administration*. issue thirty-eighth, April. 6(3), pp.55-90.
6. Al-Shuwaili, H. A. 2013. The impact of market knowledge in improving marketing performance, a comparative study - between mobile telecommunications companies in Iraq, to obtain a master's degree in business administration sciences, Council of the College of Administration and Economics, Al-Mustansiriya University.
6. Amidi, Sh. N. 2023. Dimensions of dynamic marketing capabilities and their reflection in marketing recovery ,An exploratory study of the opinions of a sample of managers of a number of private banks in the Kurdistan region, part of the requirements for obtaining a doctoral degree, Philosophy of Business Administration, University of Dohuk.
7. Bao, Y. , Sheng, S, and Zhou, K. Z. 2012. Network-based market knowledge and product innovativeness. *Marketing Letters*. 7(23), pp. 309-324.
8. Barrales, M. V. , Martínez, L. F., and Gázquez, A. J. 2014. Dynamic marketing capabilities: Toward an integrative framework. *International Journal of Management Reviews*. 16(4), pp. 397-416.
9. Buttle, F., and Maklan, S. 2019. Customer relationship management: concepts and technologies. Routledge.
10. Darvishmotevali, M., Altinay, L., and Köseoglu, M. A. 2020. The link between environmental uncertainty, organizational agility, and organizational creativity in the hotel industry. *International journal of hospitality management*. 60(87), pp.102-220
11. Degeneffe , D. J. 2012. New Product Development ; Targeting and segmentation , food marketing Apec , consumer centric solution SLLC.
12. Del, C. F., Blanco, G. A., and González, V. E. 2019. The relationship between image and reputation in the Spanish public university. *European Research on Management and Business Economics*.25(2), pp.87-92.

13. De Luca, L. M., and Atuahene, G. K. 2007. Market knowledge dimensions and cross-functional collaboration: Examining the different routes to product innovation performance. *Journal of marketing*. 71(1), pp.95-112.
14. deMarcellis, W. N., and Teodoresco, S. 2012. Corporate Reputation: Is Your Most Strategic Asset at Risk? (No. 2012rb-01). CIRANO.
15. Fang, E., and Zou, S. 2009. Antecedents and consequences of marketing dynamic capabilities in international joint ventures. *Journal of International Business Studies*. 5( 40), pp. 742-761.
16. Hoque, M. 2017. Evolving dynamic marketing capability (DMC) and its role on export performance: An empirical study on export-oriented organizations in Bangladesh (Doctoral dissertation, University of East Anglia).
17. Hoque, M. T., Ahammad, M. F., Tzokas, N., and Gabay, G. 2021. Dimensions of dynamic marketing capability and export performance. *Journal of Knowledge Management*. 25(5), pp.1219-1240.
18. Ibrahim, M. A., and Ahmed, Sh. A. 2023. assessing the impact of corporate governance mechanisms on the social responsibility reports of a sample of Iraqi companies listed on the Iraq Stock Exchange, Accounting Department, College of Management and Economics / University of Baghdad, *Journal of Economics and Administrative Sciences*. 29 (137), pp.14-27.
19. Ismael, A. H., Al-Azzawi, B. H. 2017. The role of McKenzie's model dimensions in service quality: A survey study of opinions from a sample of Iraqi bank managers, Middle Technical University, *Journal of Economic and Administrative Sciences*. 99( 23), pp.181-212.
20. Konwar, Z., Papageorgiadis, N., Ahammad, M. F., Tian, Y., McDonald, F., and Wang, C. 2017. Dynamic marketing capabilities, foreign ownership modes, sub-national locations and the performance of foreign affiliates in developing economies. *International Marketing Review*. 34(5), pp. 674-704.
21. Kwon, Y. C. 2021. Impacts of dynamic marketing capabilities on performance in exporting. *Open Journal of Business and Management*. 9(5), pp. 2119-2135.
22. Khater, S. A. 2023. The mediating role of dynamic marketing capabilities in the relationship between the dimensions of customer knowledge management and the success of small service projects (field study) Faculty of Commerce, Tanta University, Arab Republic of Egypt, Alexandria University. *Journal of Administrative Sciences*. 12(60), pp70-100.
23. Mohammed, N. U. 2012. Customer relationship management in hospitality sector. *Journal of good governance and sustainable development*. 1(1), pp.40-47.
24. Muthoni, D. M., and Kinyua, G. M. 2020. Corporate reputation and firm performance: An empirical analysis of motor vehicle assemblers in Nairobi city county, Kenya. *Journal of Business and Economic Development*. 5(2), pp. 73-81.
25. Nahhas, M. N. 2022. The impact of industrial product development on the competitiveness of complementary industries in 10th of Ramadan, a field study. *Scientific Journal of Commercial Research and Studies*. 4(36), pp.40-105.
26. Nouri, A. T. 2012. The impact of the dimensions of mindfulness on organizational creativity, a field study in a number of colleges at the University of Baghdad, College of Administration and Economics, University of Baghdad, Department of Public Administration. *Journal of Economic and Administrative Sciences*. 2(18), pp.206-236.
27. Olszak, C. M., Bartuś, T. , and Lorek, P. 2018. A comprehensive framework of information system design to provide organizational creativity support. *Information and Management*. 55(1), pp. 94-108.
28. Pride, W. M., and Ferrell, O. C. 2022. Foundations of marketing. Cengage Learning, Inc..
29. Reimann, C., Carvalho, F., and Duarte, M. 2021. The influence of dynamic and adaptive marketing capabilities on the performance of Portuguese SMEs in the B2B international market. *Sustainability*. 13(2), pp.550-579.

30. Riswanto, A. 2019. Dynamic Marketing Capabilities in Reviewing Previous Research Concepts and Future Research Opportunities. *Digital Economic. Management and Accounting Knowledge Development*. 1(2), pp.56-63.
31. Saputra, I. 2020. the Influence of Environmental Performance, Organizational Reputation, Environmental Disclosure and Environmental Strategy on Bussiness Performance. *International Journal of Contemporary Accounting*. 2(2), pp.173-190.
32. Shaheen, A. Q. 2023. The effect of persuasive leadership on the organization's reputation, mediated by organizational ideology, analytical research in the Ministry of Education, part of the requirements for obtaining a doctorate degree in public administration sciences, submitted to the Council of the College of Administration and Economics, University of Baghdad.
33. Smits, A., Vissers, G., and Dankbaar, B. 2011. Exploring market knowledge in product development of chemical firms. *Journal of Business Chemistry*. 8(1), pp.79-100.
34. Solikhin, A., Lubis, T. A., and Siregar, A. P. 2019. role of corporate reputation in corporate social responsibility relations to firm performance in jambi province. In PROCEEDING MICEB. *Mulawarman International Conference On Economics and Business*. 6(2), pp. 43-50.
35. Song, H., Ruan, W., anr Park, Y. 2019. Effects of service quality, corporate image, and customer trust on the corporate reputation of airlines. *Sustainability*. 11(12), pp. 33-106.
36. Stewart, G. 2006. Can reputations be managed ?. The Geneva Papers on Risk and Insurance-Issues and Practice. *International Association for the Study of Insurance Economics*. ( 31).pp. 480-499.
37. Yuniarta, G., Utama, M., Saskara, I., and Yasa, I. G. W. M. 2020. The effect of contextual factors, government, corporate social responsibility and competency on business development. *Management Science Letters*. 10(1), pp.121-132.
38. Winn, M. I., MacDonald, P., and Zietsma, C. 2008. Managing industry reputation: The dynamic tension between collective and competitive reputation management strategies. *Corporate Reputation Review*. 5(11), pp.35-55.
39. Zohourian, S., Rahimnia, F., and Nabizadeh, T. 2022. Dynamic Marketing Capabilities and Organizational Performance: The mediating role of Operational Marketing capabilities. *Marketing Science and Technology Journal*. 1(1), pp.143-164.

## تأثير القدرات التسويقية الدينامية في السمعة التنظيمية/بحث تحليلي في شركة ديالى العامة

علياء سعيد عباس الجوفي  
جامعة بغداد / كلية الادارة والاقتصاد/ قسم الادارة عامة  
[alyaa\\_saeed@coadec.uobaghdad.edu.iq](mailto:alyaa_saeed@coadec.uobaghdad.edu.iq)

سعاد عبد عباس الصالحي  
جامعة بغداد / كلية الادارة والاقتصاد/ قسم الادارة عامة  
[SoadAbdAbaas@gmail.com](mailto:SoadAbdAbaas@gmail.com)

Received:4/2/2024

Accepted:26/2/2024

Published Online First: 30 /4/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المصنّف - غير تجاري - الترخيص العمومي الدولي 4.0  
[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc-sa/4.0/)



### مستخلص البحث:

يهدف البحث الحالي إلى تحديد مدى تأثير القدرات التسويقية الديناميكية بأبعادها (تطوير المنتج، معرفة السوق، إدارة علاقات العملاء) كمتغير تفسيري على السمعة التنظيمية بأبعادها (المسؤولية الاجتماعية، جودة الخدمة، الإبداع) باعتبارها متغير الاستجابة لغرض التوصل الى الاليات المناسبة التي تمكن شركة ديالى العامة من استغلال قدراتها التسويقية الديناميكية لتحقيق سمعتها التنظيمية. ولهذا الغرض تم صياغة عدد من الفرضيات أهمها إيجاد علاقة التأثير. واختبار الفرضيات اختار الباحث شركة ديالى، واعتمد الباحث على المنهج الوصفي التحليلي. وتم جمع البيانات من مديري الإدارات ووكلائهم ومسؤولي الإدارات وقسم التسويق وقسم الاتصالات والعلاقات وقسم الإعلام. وبلغ عدد العينة (115) فرداً، وتم الاعتماد على الاستبيان لجمع البيانات، بالإضافة إلى استخدام الباحث للمقابلات الشخصية مع مدير عام الشركة ومديري الأقسام لغرض تعزيز نتائج الاستبيان. واعتمد الباحث على برامج SPSS و Amos و Excel لمعالجة الاستبيانات وتحليلها. كما استخدم أساليب الإحصاء الوصفي (الوسط الحسابي، الانحراف المعياري، معامل التباين، معامل التحديد، R<sup>2</sup>، الأهمية النسبية)، فيما كانت أبرز النتائج أن الشركة تقدم المنتجات بأسعار مخفضة كاستراتيجية تنافسية ناجحة، مما ساهم في جذب عدد أكبر من العملاء مما يعكس حسن الفهم. احتياجات العملاء والقدرة على تلبية تلك الاحتياجات بفعالية.  
الكلمات الرئيسية للبحث: القدرات التسويقية الدينامية ، السمعة التنظيمية.