

AREAS OF ORGANIZATIONAL CHANGE AND THEIR IMPACT ON THE STRATEGIC MARKETING PLANNING PROCESS

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ABSTRACT

The aim of the research is to identify the impact of the areas of organizational change in strategic marketing planning in cement factories operating within the city of Al-Khums, and this effect was measured using a questionnaire consisting of 28 phrases, and it was relied on the descriptive approach that suits the nature of the subject of the research, while the research community consists of heads And members of the board of directors, authorized managers, unit managers and heads of departments in the factories under study, which numbered 55 respondents, during the month of September of the year 2021, and a sample of the comprehensive survey of the research community was selected, and the SPSS statistical program was used to analyze the data, and the research reached results, the most important of which is that there is weak interest in Follow-up of the change by the departments of the factories in question, and the impact of the areas of organizational change on the strategic marketing planning in the factories in question was significant.

Keywords: Organizational change, areas of change, strategic marketing planning.

مجالات التغيير التنظيمي وأثرها على عملية تخطيط التسويق الاستراتيجي

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الخلاصة

هدف البحث إلى التعرف على أثر مجالات التغيير التنظيمي في التخطيط التسويقي الاستراتيجي بمصانع الإسمنت العاملة داخل نطاق مدينة الخمس، وقد تم قياس ذلك الأثر باستخدام الاستبانة المكونة من ٢٨ عبارة، وتم الاعتماد على المنهج الوصفي الذي يتلائم وطبيعة موضوع البحث، أما مجتمع البحث فتكون من رؤساء وأعضاء مجلس الإدارة والمديرين المفوضين ومديري الوحدات ورؤساء الأقسام بالمصانع محل البحث والبالغ عددهم 55 مبحوث، وذلك خلال شهر سبتمبر من سنة 2021، وتم اختيار عينة المسح الشامل لمجتمع البحث، واستخدم برنامج SPSS الإحصائي لتحليل البيانات، وتوصل البحث إلى نتائج أهمها أن هناك اهتمام ضعيف في متابعة التغيير من قبل إدارات المصانع محل البحث، كما أن أثر مجالات التغيير التنظيمي على التخطيط التسويقي الاستراتيجي في المصانع محل البحث كانت كبيرة. الكلمات المفتاحية: التغيير التنظيمي، مجالات التغيير، التخطيط التسويقي الاستراتيجي.

INTRODUCTION

Strategic marketing planning is the focus of the marketing management's work (Al-Sumaida'i, 2004), as marketing planning requires the development of in-depth strategies that face difficulties, challenges and various environmental variables and the ability to future analysis of all possibilities . Certain results using specific capabilities and resources under changing environmental conditions (Kimhi & Olie, 2019; Kwilinski, 2018), and here the importance of organizational change in business organizations emerges due to its association with various aspects of the organization, whether in terms of its vision and mission or achieving its goals, and as a result of the increasing degree of complexity of the surrounding environment for organizations, especially industrial ones, which have witnessed several wide developments, All of this requires the organization to deal with change in a manner appropriate to its work in order to maintain its market share and the loyalty of its beneficiaries (Elving, 2005; Haseeb *et al.*, 2019).

FIRST TOPIC: RESEARCH METHODOLOGY

1. Research problem

When conducting an initial exploratory study by meeting (6) heads of departments, with an average of three administrative employees for each factory, the exploratory study showed a low response to change processes by the administrative leaders in the factories in question according to the vision of the survey sample, so the research problem lies in the two questions the following two questions:

- a- What are the most influential areas of organizational change in strategic marketing planning?
- b- Are there statistically significant differences between the respondents' answers about the areas of organizational change affecting strategic marketing planning?

2. Research importance

The importance of the research is summarized in the following:

- a- The importance of research in the scientific field through its theoretical background is to identify the areas of organizational change.
- b- The current research is one of the first studies in Libya to study the extent of the impact of organizational change on the process of strategic marketing planning in cement factories, by analogy and analysis.
- c- Identifying how to use the best economically and effectively methods to bring about change in the administrative leaders in the factories in question.
- d- Pushing the departments in the factories in question to develop and change their parts and determine the appropriate marketing strategy for them.
- e- It constitutes a starting point towards other studies that may contribute to bringing about change in industrial organizations.

3. Research assumes

H0₁: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the field of organizational change at the strategy level in the strategic marketing planning in the factories of the Arab Cement Company.

H0₂: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the field of organizational change at the level of the organizational structure in the strategic marketing planning in the factories of the Arab Cement Company.

H0₃: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the field of organizational change at the level of culture in the strategic marketing planning in the factories of the Arab Cement Company.

H0₄: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the field of organizational change at the systems level in the strategic marketing planning in the factories of the Arab Cement Company.

4. Research aims

The research seeks to achieve the following objectives:

- a- Emphasizing the role of change in order to raise the efficiency of the marketing system in the factories in question.
- b- Attempting to identify the extent of the impact of the areas of organizational change on the level of (strategy, organizational structure, culture, systems) on strategic marketing planning in the factories under study.
- c- Clarifying the areas of organizational change that could have the greatest impact on the strategic marketing planning in cement factories, the field of research.
- d- Identifying the extent to which the surveyed factories keep pace with organizational change when developing marketing plans.

5. Research methodology

This research has been based on the descriptive analytical method.

SECOND TOPIC: THEORETICAL FRAMING

This part dealt with the study of the theoretical side of the research, where the two research variables represented in organizational change and strategic marketing planning were presented.

1. Organizational change

Organizational change may affect individuals and human resources, and may occur in technological aspects such as the introduction of new equipment and machines in order to keep pace with developments and reduce the cost of production, as well as organizational changes, such as organizational changes (Lewis, 2019).

2. Objectives of organizational change

Organizational change has several goals that call for the process of change in the organization as explained by (Suryanto *et al.*, 2018), including increasing the organization's capabilities for development, survival and continuity by adapting to its changing environment, while increasing employees' sense of the importance of the organization's goals and their loyalty to it, and forming a more efficient and receptive management team with The development of the collective spirit.

A- Areas of organizational change

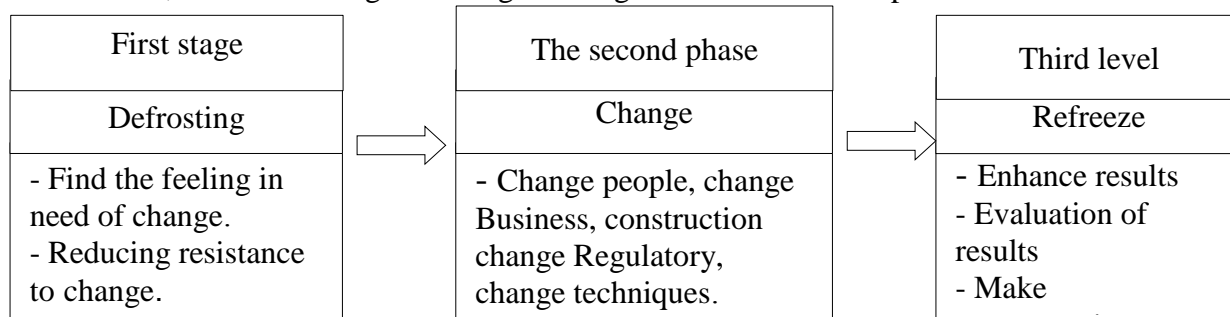
The areas of organizational change are represented in six areas as indicated by (Lewis, 2019), which are legislative areas, regulations and laws, organizational areas, humanitarian fields, change in workers at the quantitative and qualitative levels, and the field of change in the activities and methods practiced by the organization.

B- Stages of organizational change (Hussein, 2013)

A process that includes three stages:

1. The first stage "melting the ice": This stage includes destabilizing, excluding and canceling the current trends, values, habits, practices and behaviors of the individual in order to create a feeling of need for something new .

2. The second stage "Change": In this stage the individual learns new ideas, methods, skills and knowledge.
3. The third stage "refreezing": This means that what has been learned of ideas, skills and directions, New in the stage of change is integrated into the actual practices.



Source: (Hussein, 2013)

3. Strategic Marketing Planning:

It is the administrative process of achieving alignment between the organization's resources and its long-term marketing opportunities, and enabling the marketing department to meet the challenge resulting from changing the environment in which the organization operates (Bolatan & Akgul, 2019)

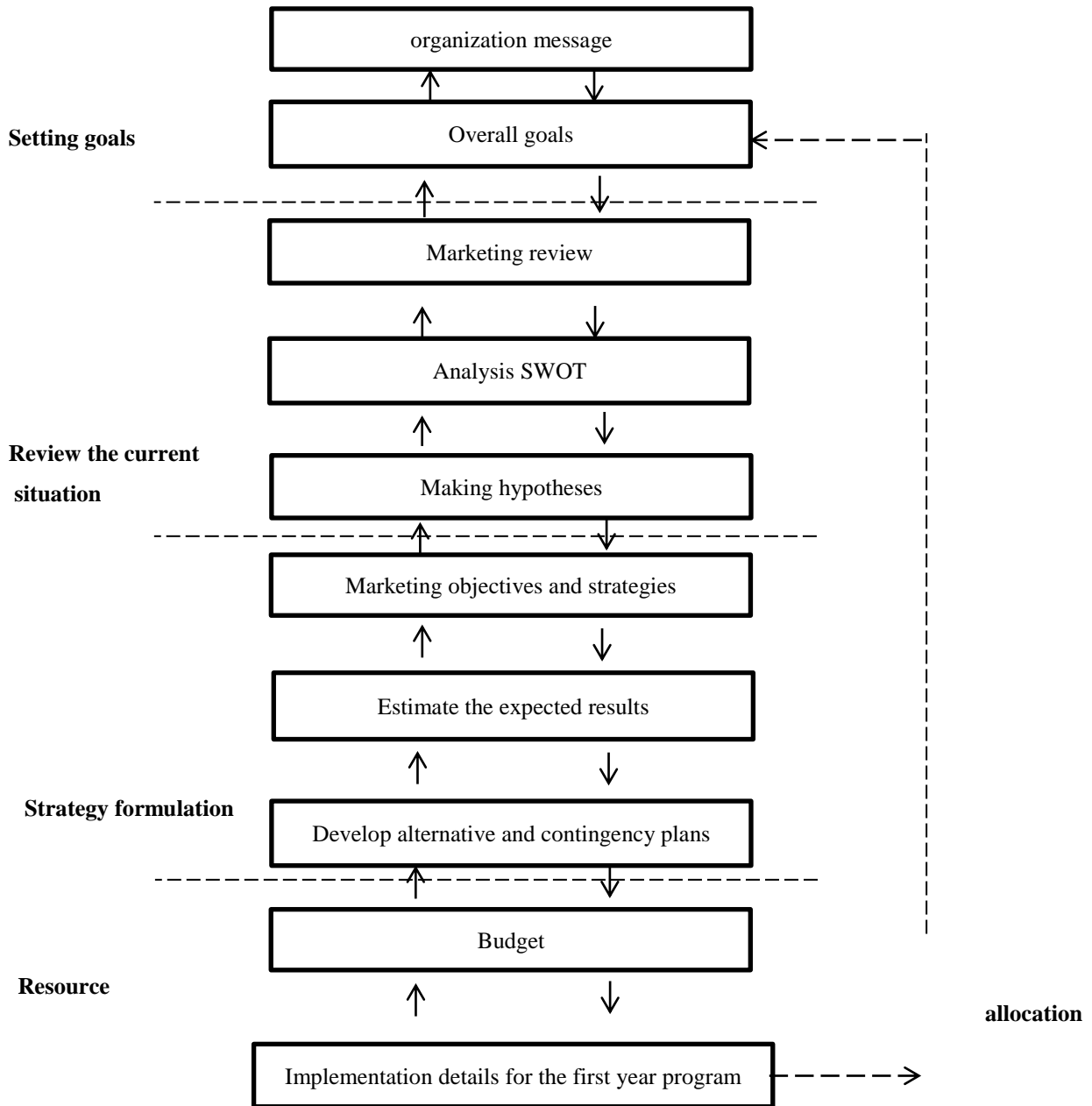
A- The importance of strategic marketing:

The preparation of effective strategic marketing entails that the organization obtains many advantages and benefits as mentioned (Haseeb *et al.*, 2019) in the following points:

1. Helping the organization to identify the environment in which it operates and to reveal the opportunities available to it and the limitations and threats that affect its work.
2. Achieving a balance between the institution and the environment in which it is located.
3. Helping the organization identify and analyze the characteristics of the market in which it operates in the past, present and future
4. Helping marketing men to predict the future and detect potential marketing problems, which provides the opportunity to prepare to confront them and learn about the future effects of their current decisions.

B- Stages of strategic marketing planning:

Represented in four main stages: setting goals, reviewing the current situation, formulating the strategy, allocating resources and controlling (Al-Bakri, 2012):



Source: (Al-Bakri, 2012).

THIRD TOPIC:

1. Research community and sample

The research community is represented in the directors of departments, heads of departments, unit managers, administrative staff, public relations employees, accountants, financial auditors, marketing managers and sales managers in the Libda and Al-Marqab cement factories during the month of September of the year 2021, where 65 questionnaires were distributed, of which 59 were retrieved, and with this The response rate reached 90.77% of the

questionnaires distributed to the research sample, from which 4 questionnaires were excluded due to the inaccuracy of the answers to them, and thus the number of questionnaires valid for analysis was 55, or 85% of the number of questionnaires distributed to the research community, and the following table shows the number of questionnaires that were distributed and received from the study sample (Table 1).

Table (1): The number of questionnaires that were distributed to the research sample and that were received.

The researched party	Distributed resolutions	Missing resolutions	Questionnaires received	Invalid questionnaires	Questionnaires suitable for analysis
Libda cement factory	35	4	31	1	55
Al-Marqab Cement Factory	30	2	28	3	
The ratio	100	9	91	7	85

2. Data collection method

Secondary data related to the theoretical aspect were collected through available periodicals, previous studies, books and references related to the topic of the research, while the primary data were collected using a questionnaire, which included the independent variable consisting of four main areas of organizational change and the dependent variable represented in strategic marketing planning.

3. Test of the questionnaire

a- Validating-Index

The validity index was also calculated from During calculating the square root of the reliability coefficient, it was found that the validity index has a degree of 0.940, which is a high stability coefficient. And this indicates the credibility of the answers” and (Table 2) shows the validity index of the questionnaire.

b- Stability of the search tool

The stability of the questionnaire was calculated using the Cronbach Alpha test to measure the degree of internal consistency, stability and reliability of the scale as a whole before distributing the forms finally to the respondents, to ensure that the questionnaire measures the factors to be measured and to verify its validity, and from (Table 2) it is clear that Cornbrash's alpha values It amounted to 0.817, and these reliability coefficients indicate that the tool in general has a high stability coefficient, as this measure indicated the strength of the correlation and cohesion between the items of the questionnaire.

Table (2): The results of the stability of the internal consistency coefficient (Cranach's alpha) for the dimensions of the resolution.

Independent variable	Dependent variable	Number of paragraphs	Cornbrash's alpha value	Honesty index
Areas of organizational change	Strategic Marketing Planning	28	0.8176	0.9423

4. Statistical tools used

The statistical program "SPSS" for the social sciences was used with the help of some of the following statistical tools:

Frequencies, percentages, arithmetic averages, and standard deviations.

– Using simple regression, correlation and T-test methods, and the Likert scale values were as follows (Table 3):

Table (3): The scale of the impact of the areas of organizational change on strategic marketing planning

Arithmetic mean value	1 to less than 2.60	2.60 to less than 3.40	3.40 to 5
degree of approval	Low	medium	large

5. Data presentation and analysis:

Analyze data related to areas of organizational change:

1. The scope of change at the strategy level:

It is clear from (Table 4) that the overall result of the total arithmetic mean of the change domain at the strategy level 2.33, which falls within the category [from 1 to less than 2.60], which expresses the degree of acceptance of the expressions for this factor is generally weak, with a standard deviation of 1.415, that is, the change in the level of the strategy is not at the desired or expected level, as paragraph 1, 2 and 3), came with an arithmetic mean 2.65, 2.85 and 2.98 respectively, where they belong to The range [from 2.60 to less than 3.40] with a medium degree of agreement, standard deviation 0.810, 1.815 and 1.894, while paragraph 4 and 6 came with an arithmetic mean 1.17 and 1.30, and they belong to the field [from 1 to less than 2.60] with a weak degree of approval, and a standard deviation of 1.750 and 1.710, but paragraph No.5 came with an arithmetic mean 3.65 and it belongs to the field [from 3.40 to 5] to a large extent. of approval, standard deviation 0.421.

Table (4): The answers of the sample members regarding the field of change at the strategy level.

No.	The area of change at the strategy level	SMA	standard deviation
1	The strategic vision of plant management is realistic with regard to market and competitive conditions.	2.65	0.810
2	The factory management has the comprehensive vision to develop strategies for all departments within the factory and define business	2.85	1.815
3	The management vision leads the process of organizational change towards the desired situation.	2.98	1.894
4	The management strategy is clear enough to allow for the investment of new opportunities for development.	1.17	1.750
5	Employees and workers have the ability to adapt to new changes if the change is actually made	3.65	0.421
6	The management of the plant seeks to merge or delete some of its organizational units in line with the changes in the marketing environment.	1.30	1.710
	overall average	2.33	1.415

In general, and from (Table 4), it is clear that the arithmetic mean on the answers of the research sample for the field of change at the strategy level was 2.33 and a standard deviation 1.415, which is less than the default average, which indicates the adoption of the traditional marketing method by the planners as a result of that they have reservations Strong about its importance for them and for the factories in question.

2. Scope of change in the organizational structure level:

It is clear from (Table 5) that the overall result of the total arithmetic mean of the change domain at the level of the organizational structure 2.30, which falls within the category [from 1 to less than 2.60], which expresses the degree of acceptance of the expressions for this factor is weak, and a standard deviation of 0.932, as the factory managements are not ready to change the organizational structure in line with the requirements of the environment, and to continue

on the same system followed without thinking about the existing structural change, which may not be in line with the requirements of modern management, which affects the modern marketing plans that meet the needs of the customers of the factories in question. Flexibility and ease, as paragraphs 1, 2, 3 and 4 came with an arithmetic mean 2.40, 2.15, 1.44 and 1.17, and it belongs to the field [from 1 to less than 2.60] with a weak degree of approval, and a standard deviation of 1.706, 0.780, 0.704 and 1.079, while paragraph No.5 came with an arithmetic mean 3.40, which belongs to the field [from 3.40 to 5] with a large degree of approval, standard deviation 0.516, and paragraph No. 6 came with an arithmetic mean 3.24 and it belongs to the field [from 2.60 to less than 3.40] with a medium degree of approval, and standard deviation 0.810.

Table (5): The answers of the sample members regarding the field of change at the level of the organizational structure.

No.	The area of change at the level of the organizational structure	SMA	standard deviation
1	Change for the better is well thought out and can be implemented in a manner that takes into account all the elements.	2.40	1.706
2	Planning efforts in management work to evaluate the strengths and weaknesses of the activities of departments and divisions in the factory.	٢.١٥	٠.٧٨٠
3	The factory management seeks to implement the change because it feels the need for it.	١.٤٤	٠.٧٠٤
4	The factory management adopts a new leadership style to face the risks of change among workers within the factory.	1.17	1.079
5	Supervisory and executive functions are defined within each department or unit in the organizational structure	3.40	0.516
6	The ability of the organizational structure to accommodate continuous organizational adjustments according to the internal and external variables required by the effective organizational structure.	٣.٢٤	٠.٨١٠
	overall average	2.30	0.932

In general, and from (Table 5), it is clear that the arithmetic mean on the answers of the research sample for the field of change at the level of the organizational structure was 2.30 and a standard deviation 0.932, which is less than the default average.

3. The field of change in the level of culture

Through (Table 6) it is clear that the overall result of the total arithmetic mean of the change in the culture level 2.42, which falls within the category [from 1 to less than 2.60], which expresses the degree of acceptance of the expressions for this factor is weak in the form of a standard deviation of its estimate 1.066, and this indicates that the culture of change among the decision-makers in the factories under discussion does not exist in their minds, as a result of their imprinting with cultures that have been prevalent for decades that they do not want to change, as Paragraph No.1, 2, 3, 4 and 5 It came with arithmetic mean 2.32, 2.04, 2.27, 2.40 and 2.13 respectively, and it belongs to the field [from 1 to less than 2.60] with a weak degree of agreement, and a standard deviation of 2.04, 0.320, 0.228, 1.140 and 1.010 respectively, while paragraph No.6 came with an arithmetic mean 3.40, and it belongs to the field [from 3.40 to 5] with a large degree of agreement, and a standard deviation of 1.002, as most of the employees in the factories under discussion agree and even seek to change their departments and departments for the purpose of breaking the prevailing stalemate that has persisted for long periods of time away from the traditional system.

Table (6): The answers of the sample members with regard to the field of change in the level of culture.

No.	The field of change in the level of culture	SMA	standard deviation
1	There are stimulating goals for the capabilities and skills of employees for development and improvement of the level of performance.	٢.٣٢	١.١٠١
2	The administration works in facilitating the work procedures of the employees, each according to his responsibilities, qualifications, experiences, personal considerations and his job position.	٢.٠٤	٠.٣٢٠
3	There are employees who are passionate about change who can study and present ideas in appropriate ways.	٢.٢٧	٠.٢٢٨
4	We desire change even though it may threaten our personal interests in terms of affecting our relationships, our ties, and the way and methods of work we are accustomed to.	٢.٤٠	١.١٤٠
5	We desire change even though it requires heavy workloads and pressures, in addition to that it may threaten our centers of influence and power in the factory.	٢.١٣	١.٠١٠
6	Most workers and employees believe that if the change occurs, it will be real and not formal.	٣.٤٠	٠.٢٦٠
	overall average	2.42	1.066

In general, and from (Table 6), it is clear that the arithmetic mean on the answers of the research sample for the field of change at the culture level was 2.42 and a standard deviation 1.066, which is less than the default average, which indicates that the administrative culture of officials in departments and departments in factories is a classic, rigid culture And it is not in line with the modern.

4. Scope of change at the level of systems

It is clear from (Table, 7) that the overall result of the arithmetic mean on the questionnaire items for the change domain in the systems level 2.384, which is within the category [from 1 to less than 2.60], which expresses the degree of acceptance of the terms of this field is generally weak, with a standard deviation of its estimate 1.187, meaning that the change in the systems used in the departments of the factories in question is not included in their current plans, as paragraph No.1, 4 and 5, came with a mean of 1.55, 1.48 and 1.48 respectively, and it belongs to the field [from 1 to less than 2.60] with a weak degree of agreement, and a standard deviation of 1.652, 1.120 and 1.815. Paragraph No.2 came with an arithmetic mean 3.28 and it belongs to the field [From 2.60 to less than 3.40] with a medium degree of approval and a standard deviation of 0.740, while paragraph No.3 came with an arithmetic mean 3.44 and it belongs [from 3.40 to 5] with a large degree of approval, and a standard deviation of 1.120.

Table (7): The answers of the sample members regarding the change in the systems level

No.	The scope of change at the systems level	SMA	standard deviation
1	Resistance to managerial change is always considered purely negative and not positive.	1.55	1.652
2	Factory management works to simplify the work procedures followed for the purpose of increasing productivity.	3.28	0.740
3	Modernization to maintain and maintain productivity is done through the required change processes.	3.44	1.120
4	The behavior patterns of factory workers are developed through organizational change.	1.48	1.815
5	Organizational plans are formulated based on the strategic planning of the plant.	٢.١٧	٠.٦١١
	overall average	2.384	1.187

In general, and from (Table 7), it is clear that the arithmetic mean on the answers of the research sample for the field of change at the systems level was 2.384 and a standard deviation 1.187, which is less than the default average, as the system used in factory departments is the system followed for decades It does not keep pace with modern organizational change.

6. Analysis of data related to strategic marketing planning

It is evident from (Table 8) that the overall result of the arithmetic mean on the questionnaire items for the strategic marketing planning variable 1.934, which falls within the category [from 1 to less than 2.60], which expresses the degree of acceptance of the expressions for this variable is weak, and standard deviation 0.884. That is, the departments of the factories under study have a low level of strategic marketing planning, which is a traditional marketing system followed by the Arab Cement Company and its affiliated factories, without thinking about developing them and keeping pace with modern marketing in focusing on the consumer and providing his needs and requirements without getting tired and making a lot of effort and wasting time in periods waiting for booking and the length of delivery time as stated in paragraphs No.1, 2, 4 and 5 with a mean of 1.27, 1.35, 1.95 and 2.45 respectively, and a standard deviation of 0.680, 0.928, 0.498 and 1.470, while paragraph No.3 came with an arithmetic mean 2.65 and belongs to [from 2.60 to less than 3.40] with a medium degree of agreement, and a standard deviation 0.845.

Table (8): the respondents' answers regarding strategic marketing planning.

No.	Questions about the dependent variable	SMA	standard deviation
1	Strategic marketing planning is an approach that factory management seeks to use to achieve its goals and objectives.	1,27	0.680
2	The factory management follows the marketing planning process in order to exploit the increased demand for cement.	1.35	0.928
3	Factory management seeks to identify strengths for their development and address weaknesses to meet market changes.	2.65	0.845
4	Opportunities are exploited through the use of marketing planning.	1.95	0.498
5	Decision making is made effectively towards a suitable marketing strategy vision for the plant.	2.45	1.470
	overall average	1.934	0.884

In general, and from (Table 8), it is clear that the arithmetic mean on the answers of the research sample with regard to strategic marketing planning was 1.934 and a standard deviation 0.884, which is less than the default average, as the marketing strategy used in the factories in question is one of its defects, inertia and does not keep pace with modern marketing it is a decades-old marketing system that does not keep pace with modern organizational change.

7. Results related to the research questions

Results of the first question: What are the areas of organizational change (the field of change at the level of strategy, the field of change at the level of the organizational structure, the field of change at the level of culture, the field of change at the level of systems) that have the most impact on strategic marketing planning?

The (Table 9) shows the arithmetic average of the areas of organizational change affecting strategic marketing planning, where the total arithmetic mean was 2.36, as its total average is less than the hypothetical average and it belongs to the field [from 1 to less than 2.60] with a weak degree of approval, which indicates To the impact of each area of organizational change in strategic marketing planning.

Table (9): The arithmetic averages for each of the research factors.

Influencing factor	SMA
The first influential area: the area of change at the level of culture	2.42
The second influential area: the area of change at the systems level	2.38
The third influential area: the area of change at the strategy level	2.33
The fourth influential area: the area of change at the level of the organizational structure	2.30
The sum of the arithmetic mean of all factors	٢.٣٦

The field of change at the level of the organizational structure is considered the most influential in strategic marketing planning from the other mentioned areas, as this field was clearly and significantly low, with an arithmetic average 2.30, and this indicates the low level of thinking about changing the current organizational structure among the administrative leaders, and that The field of change at the strategy level came in the second place in terms of the strength of the impact, as its arithmetic average 2.33 which is less than the default average, which indicates that the change strategy was not developed to keep pace with the changes taking place in the external environment of the factories.

In the third place of influence came the field of change at the level of systems, which causes confusion in the processes and programs of strategic marketing planning, as a result of following the same traditional marketing system that most customers, including individuals, companies and partnerships, suffer from in obtaining cement, while the field of culture came in fourth place. The power of influence in strategic marketing planning.

The results of the second question

Are there statistically significant differences in the areas of organizational change affecting strategic marketing planning?

The one-way analysis of variance test was used to test the differences in the opinions of the research community about the areas affecting strategic marketing planning, and the results are shown in (Table 10), which shows that the calculated F value is equal to 9.201 and the probabilistic value is equal to 0.000 which is less than the value of 0.05. Which indicates that there are differences between the respondents' answers about the areas of organizational change affecting strategic marketing planning, where the arithmetic mean was 3.19.

Table (10): the one-way variance analysis of the differences between the averages for the areas affecting the strategic marketing planning.

Statement	SMA	F.value	Probability value
Factors affecting strategic marketing planning	3.190	9.201	0.000

8. Hypothesis testing

For test the validity of the hypotheses, the following decision rule was applied: Hypothesis (H1) is accepted if the calculated value is less than the tabular value and the

significant value is greater than 0.05, and the hypothesis (H0) is rejected if the calculated value is greater than the tabular value, and the significant value is less than 0.05.

1. Testing the first hypothesis

H01: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the change domain at the strategy level in the strategic marketing planning in the factories of the Arab Cement Company.

To test the first hypothesis, a simple regression test was used, as it is noted that the calculated (t) value is greater than its tabular value at a confidence level 95%, and that the significant (t) is less than the significance level 0.05, and according to the decision rule, the first hypothesis was rejected. Zero (H01) and accept the alternative hypothesis (H1), that is, there is a statistically significant effect at the level ($\alpha \leq 0.05$) for the areas of organizational change due to the change domain at the strategy level in the strategic marketing planning, and the impact strength reached 89% and the coefficient of determination 79.2%, which reflects the high strength of this effect (Table 11).

Table (11): The results of the first hypothesis test.

Calculated T	T tabular	Significant T (Sig-t)	Correlation coefficient (R)	R ² . Coefficient of determination	H0.result
12.881	1.78	0.000	0.89	0.792	Refusal

2. Testing the second hypothesis

H02: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the change domain at the level of the organizational structure in the strategic marketing planning in the factories of the Arab Cement Company.

For test the second hypothesis, a simple regression test was used, as it is noted that the calculated (t) value is greater than its tabular value at a confidence level 95%, and that the significant (t) is less than the significance level 0.05, and according to the decision rule, the second hypothesis was rejected. Zero (H02) and accept the alternative hypothesis (H2), that is, there is a statistically significant effect at the level ($\alpha \leq 0.05$) for the areas of organizational change due to the change area at the level of the organizational structure in the strategic marketing planning, and the impact strength reached 76%. and the coefficient of determination 57.8%, which reflects the high strength of this effect (Table 12).

Table (12): The results of the second hypothesis test.

Calculated T	T tabular	Significant T (Sig-t)	Correlation coefficient (R)	R ² . Coefficient of determination	H0.result
10.890	2.18	0.000	0.76	0.5776	Refusal

3. Testing the third hypothesis

H03: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the field of change at the level of culture in the strategic marketing planning in the factories of the Arab Cement Company.

For test the third hypothesis, a simple regression test was used, as it is noted that the calculated (t) value is greater than its tabular value at a confidence level %95, and that the significant (t) is less than the significance level 0.05, and according to the decision rule, the third hypothesis was rejected. Zero (H03) and accept the alternative hypothesis (H3), i.e. there is a statistically significant effect at the level ($\alpha \leq 0.05$) for the areas of organizational change due to the change in the field of culture in strategic marketing planning, and the impact

strength reached 61.8% and the coefficient of specificity 38.2% reflecting the high strength of this effect (Table 13).

Table (13): the results of the third hypothesis test.

Calculated T	T tabular	Significant T (Sig-t)	correlation coefficient (R)	R2. coefficient of determination	H0.result
12.26	1.73	0.000	0.618	0.382	Refusal

4. Testing the fourth hypothesis:

H04: There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the change domain at the systems level in the strategic marketing planning in the factories of the Arab Cement Company.

For test the fourth hypothesis, a simple regression test was used, as it is noted that the calculated (t) value is greater than its tabular value at a confidence level 95%, and that the significant (t) is less than the significance level 0.05, and according to the decision rule, the fourth hypothesis was rejected. Zero (H04) and accept the alternative hypothesis (H4), that is, there is a statistically significant effect at the level ($\alpha \leq 0.05$) for the domains of organizational change due to the change domain at the systems level in the strategic marketing planning, and the impact strength reached 84.1% and the coefficient definition 70.7%, which reflects the high strength of this effect and the degree of interpretation of the change in the systems level for the strategic marketing planning variable (Table 14).

Table (14): The results of the fourth hypothesis test.

Calculated T	T tabular	Significant T (Sig-t)	Correlation coefficient (R)	R2. Coefficient of determination	H0.result
12.33	1.73	0.000	0.841	0.707	Refusal

9. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

1. There is a weak interest in the follow-up and control of change by the administrative leaders in the factories in question, and this is evident from the statistical results of the research sample.
2. There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the domains of organizational change attributed to the change domain at the strategy level in the strategic marketing planning. The impact strength reached 89% and the coefficient of determination 79.2%, which reflects the high strength of this The impact and degree of interpretation of the field of change at the strategy level for the strategic marketing planning variable.
3. There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the areas of organizational change represented in the field of change at the level of the organizational structure in strategic marketing planning, and the impact strength reached 76% and the coefficient of determination 57.8%, which reflects The high strength of this effect and the degree of interpretation of the field of change at the level of the organizational structure of the strategic marketing planning variable.
4. There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the areas of organizational change due to the change in the field of culture in the strategic marketing planning, and the impact strength reached 61.8%, and the coefficient of determination 38.2%, which

reflects the high strength of the effect. This effect and the degree of interpretation of the field of culture to the variable of strategic marketing planning.

5. There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the areas of organizational change attributed to the field of change at the systems level in strategic marketing planning, and the impact strength reached 84.1% and the coefficient of determination 70.7%, which reflects the high strength of This effect and the degree of interpretation of the field of change at the systems level for the strategic marketing planning variable.

RECOMMENDATIONS

1. The need to consider the business environment as a basic determinant of the strategy of cement factories management, and to study its various variables in order to exploit opportunities and avoid risks and threats.
2. The necessity for the cement factory managements to realize the importance of change, by abandoning traditional methods and benefiting from the product of administrative and marketing thought, which contain methods that are compatible with the current environment and its changes.
3. Preparing a plan for the change process and the commitment of the senior management to implement it.
4. Creating the organizational climate and organizational culture to accept change.
5. Providing opportunities for workers to participate in decision-making, based on the fact that such participation is a means to improve performance, and accept change and not resist it.
6. Learning from other organizations, especially in developed countries, and benefiting from their experiences related to the process of change.

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