

The impact of organizational dimension on marketing strategy implementation: A case of algerian telecoms companies

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Abstract:

This study aims to determine the impact of the organizational dimension on the marketing strategy implementation, we relied on descriptive and analytical methodology was based on variables description and data analysis and testing hypotheses, the data were collected from a sample of 190 individuals representing four algerian telecoms companies (Telecom of algeria, ATM mobilis, Djezzy, Ooredoo) and to test the hypotheses, we relied on multiple linear regression analysis by using (spss 25), The results showed that there are five organizational factors that have a direct influence on the marketing strategy implementation we mention it in order (Organizational structure, Organizational control, Organizational culture, Organizational communication, Organisational processes).

Keywords: Marketing strategy implementation, Organizational structure, Organisational processes, Organizational culture, Organizational communication, Organizational control.

JEL Classification: M10, M14, M54, L96.

أثر البعد التنظيمي على تنفيذ الاستراتيجية التسويقية : حالة شركات الاتصالات الجزائرية

ملخص :

تهدف هذه الدراسة إلى تحديد تأثير البعد التنظيمي على تنفيذ الاستراتيجية التسويقية، تم الاعتماد على المنهج الوصفي والتحليلي الذي يركز على وصف المتغيرات و تحليل البيانات واختبار الفرضيات، وقد تم جمع البيانات من عينة مكونة من 190 فرد يمثلون أربع شركات في مجال الاتصالات في الجزائر (اتصالات الجزائر، موبيليس، جازي ، أوريدو)، ولإختبار الفرضيات، اعتمدنا على تحليل الانحدار الخطي المتعدد باستخدام (الحزمة الإحصائية للعلوم الاجتماعية-25)، وأظهرت النتائج أن هناك خمسة عوامل تنظيمية لها تأثير مباشر على تنفيذ الاستراتيجية التسويقية نذكرها بالترتيب (الهيكـل التنظيمي، الرقابة التنظيمية، الثقافة التنظيمية، الاتصال التنظيمي، العمليات التنظيمية).

الكلمات المفتاحية : تنفيذ الاستراتيجية التسويقية، الهيكـل التنظيمي، العمليات التنظيمية، الثقافة التنظيمية، الاتصال التنظيمي، الرقابة التنظيمية.

تصنيف JEL : M10 ، M14 ، M54 ، L96.

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1.Introduction :

Marketing strategy implementation has become one of the most important issues facing decision-makers in organizations and researchers in the field of strategic management, on the one hand it is considered one of the pillars of good performance and achieving the established goals, and on the other hand, considering implementation is a very complex phenomenon and we still lack a comprehensive theory of implementation, It is not surprising that after formulating a comprehensive strategy or a single strategic decision, it often faces great difficulties during the subsequent implementation process, as most studies agree that the strategy implementation is an integral part of the strategic management process and is as important as strategy formulation (Alexander, 1985)(Hrebiniak, 1992)(Pryor, 2007).

Associated with this complex process has been a set of intricacy that are associated with the organizational aspects,(Cespedes, 1996) he identified 5 of them, which are, organizational inertia, organizational myopia, resistance to change, design error, and finally how information arrives, systems used and time horizons.

A multiple organizational factors affecting of the marketing strategy implementation were identified, as 86% of the successful companies express that the organizational structure and culture are important factors in the implementation process, and 77% of companies are aware Successful that organizational control is an important factor in the implementation process,(Brenes, 2008), and the organizational communication, which is the link and assistant in forming a general and comprehensive perception of the strategy between different management, to organize and coordinate all operations, it is necessary to rely on organizational processes, which are considered the work map in the organization.

1.1 Study problematic :

After examining the overlap between the organizational dimension and the implementation of the marketing strategy, our study aims to answer the following problematic: **How Organizational dimension affect the marketing strategy implementation in algerian telecoms companies ?**

1.2 Study objectives :

The study aims to cover the topic of marketing strategy from the implementation side, as many organizations complain that they are unable to implement their strategies as planned. Through our study we will focus on the importance of controlling organizational factors and how they affect the implementation process, in addition to a set of objectives:

- Identify the concepts of the marketing strategy implementation and the organizational dimension;
- Identify the components of the organizational dimension and its importance;
- Determine the size and type of impact between the marketing strategy implementation and the organizational dimension in the Algerian telecom companies;
- Assist managers in determining the success factors for the marketing strategy implementation phase.

1.3 Study methodology :

The study relied on the descriptive and analytical methodology, which is based on diagnosing study variables and testing hypotheses. we studied the theoretical aspects by collecting data from various sources ,in addition to analyzing and discussing the results of

the field study, and finally we testing hypotheses. This study was divided into five sections: introduction, theoretical background, methods and materials, results and discussion, conclusion.

1.4 Study hypotheses

Hypothesis 1: Organizational structure has a positive impact on marketing strategy implementation.

Hypothesis 2: Organisational processes has a positive impact on marketing strategy implementation.

Hypothesis 3: Organizational culture has a positive impact on marketing strategy implementation .

Hypothesis 4: Organizational communication has a positive impact on marketing strategy implementation .

Hypothesis 5: Organizational control has a positive impact on marketing strategy implementation .

1. THEORETICAL BACKGROUND

2.1 Marketing strategy implementation (MSI)

Implementation of the marketing strategy is part of strategic management, it is defined as a complex and interactive process that includes a series of decisions and actions aimed at achieving the goals of the organization by extracting the available resources(Schaap, 2006), a several models have been identified for the success of this process, by identifying a set of factors that, if well controlled, will enable the organization to implement its strategies and achieve its goals. we mention the(Yang Li, 2008) model, in which the researcher identifies a set of factors and places them in a conceptual framework. He developed a model consisting of a combination of factors, including hard factors, which had an organizational character, in addition the soft factors that were represented in the practical variables, and the mixed factors that expressed the strategy formulation and the relationships between departments.

Many obstacles have been identified in the implementation process, we mention them: More time spent in implementation, insufficient coordination, unpredictability of problems before they occurred, inefficiency of the team in charge of implementation, division of tasks and responsibilities did not go well (Alexander, 1985).

2.1.1 Implementation process and tactics

Implementation process is divided into four stages: First stage, pre-implementation, including prior preparation and provision of information, Second stage, efforts organization, the strategy is discussed and analyzed. third stage, operations Management. developments and changes in strategy are presented, Fourth stage is maximize performance, work to findhuman, material and technological resources. (Noble, 1999).

According to (Nutt, 1989), four successful execution tactics. First, the intervention tactic, depends on the intervention of the manager and giving him authority to make changes. Second, Participation Tactic, A diverse group is involved in the planning and implementation process. Third, persuasion tactic, is convince the team of directives and processes that have priority in the process. Fourth, decree tactics, formal methods are used to guide implementation.

2.2 Organizational dimension

Organizational dimension includes a group of factors that have an organizational character, it working to increase and develop internal and external activities.

2.2.1 Organizational Structure (OS)

Organizational structure is considered one of the most important elements that help in the success of the implementation of the marketing strategy, as it is included in the formation of most of the models that researchers have set as a standard for successful implementation.

Many studies have determined that the poor position of the organizational structure is one of the reasons for the failure of the implementation process, what the new strategy requires is a structural review of the organization. It also needs to make sets of changes at the hierarchical level and also to change the way in which information flows and decisions are made within the organization(Hambrick, 1989). The organizational structure also represents an important challenge for the organization. It needs flexible and temporary organizational structures used to implement the marketing strategy. It also needs to divide the efforts and tasks to enable the organization to respond quickly to the environment in which it is active, and this gives it a competitive advantage(Noble, 1999).

Organizational structure is defined as the form and manner of the division of work within the organization, as well as the duties and responsibilities, the process of the chain of authority, and the decision-making procedures (Okumus, 2003), The structural framework of the organization is divided into two components: the specialization of the task and the formal. The first element, specialization, refers to the creation of additional tasks and task categories as a means to implement the marketing strategy. The second element is formal and it refers to changes in written rules and procedures that guide individual behaviors(Srivastava, 2017).

According to(Alkhafaji, 2003), is important that the strategy and the structure be appropriate. One of the most important aspects of organizational structure is the way the organization divides into different departments. this depends on the people's skills and experience as well as the compatibility between the human resources, task and equipment available, the other aspect, is the method of creating a common and inclusive environment for all these departments so that they can work together efficiently and achieve the goals .

2.2.2 Organisational processes (OP)

The clear and simplified processes represent a paved road towards a good implementation of the marketing strategy, it represents an action plan that enables the organization to reach its goals without obstacles. Operations consist of a set of steps or physical stages through which inputs - human and material resources - are transferred. Logistical resources to outputs (products and services)(Pryor, 2007), and this requires additional efforts on the shoulders of decision-makers in the organization as they must ensure that all internal and external operations are clarified and documented through operations maps and flow charts. This allows the alignment of operations with the successful implementation of the marketing strategy(Kaplan, 2010) .

According to(Skivington, 1991) the Organizational process is divided into two aspects, the first aspect is interaction, which determines the interconnectedness of the work team, which includes formal and informal communication in addition to the work path of decision-makers, the second aspect, is the penalties and rewards.penalties that express the use of force in management,and rewards include promotions and salary.

And For (Bryson, 1993), organizational process is divided into 3 factors, first factor is the strength of internal and external communication in the organization, and the extent to which the mix of efforts is made in order to find solutions to the problems, second factor is the positive use of force As a method for resolving disputes, third factor is settlement, which is related to the work teams involved in identifying problems and solutions, and using friendly solutions.

2.2.3 Organizational Culture (OC1)

There is a rise in studies on the concept of organizational culture as managers become more aware of the ways in which organizational culture can affect employees and organizations, Cognitive aspect define the organizational culture as a set of values, habits, beliefs, ideologies, and a shared understanding of employees about how they do things in the organization (Okumus, 2003), and for behavioral aspect is define it as a set of contingent reinforcements applied to work teams within an organization who share a common knowledge.(Bushardt, 2011).

It has been ranked as one of the most important factors that help organizations implement their marketing strategies well. In the event that the culture of the organization is inflexible, this makes the task of change more difficult and may lead to the emergence of several obstacles (Ahmadi, 2012). the organizational culture helps leadership and decision-makers to build a productive environment for employees. Most organizations apply an approach that encourages communication. And accepting the common culture among its members will achieve the established goals with ease.(López, 2004) .

2.2.4 Organizational Communication (OC2)

Organizational communication is a dynamic process whose success requires coordination between the human factor and the material factor, This process is not based only on the level of personal relationships between individuals and groups who represent decision makers and implementers, but rather includes all organizational frameworks and functions that facilitate the activities of the organization (Yang Li, 2008), It is important for the organization to have an effective communication system, which enables it to achieve organizational stability (Yates, 2006) .

The emergence of many difficulties during the implementation of the marketing strategy is often due to the winefficiency of organizational communication, as many organizations work in trying to find functional compatibility between departments, as this allows reducing the weakness of the communication process and the ambiguity that prevails in the instructions that take upward and downward trend(Dobni, 2003).

(Noble, 1999)He integrated communication in four stages, First stage is pre-implementation, includes early communication and providing the information, Second stage is Organizingthe efforts, the strategy is discussed and analyzed, Third stage is Process management. accompanies the work team during the implementation process by presenting developments and changes in the strategy, Fourth stage is maximizing performance, this allows for better pooling of resources and increasing the communication process.

2.2.5 Organizational control (OC3)

The process of controlling the marketing strategy implementation is done to maintain and review the current strategy chosen by the organization, or to adopt a new marketing strategy. Organizational control is also considered one of the most important factors that contribute to the implementation of this marketing strategy (Okumus,

2001)(Brenes, 2008) , organizational control is defined as a set of formal and informal mechanisms through which efforts are evaluated and the results of the strategy implementation process determined and whether the organization has achieved its established goals, which are tangible and intangible(Okumus, 2003). Formal mechanisms depend on formally documented rules and procedures and are often implemented by managers, while informal mechanisms are based on standards and are implemented by employees(Baldauf, 2005), and for(Flamholtz, 1985),The organizational control is an attempt by the organization to increase the degree of compliance of the work team as a whole in ways that lead to achieving organizational goals, the purpose of organizational control is to influence individuals to take procedures and decisions that are consistent with organization's plans, the organizational control process includes four mechanisms are: (planning, measurement, feedback, evaluation - reward).

The outputs of the organizational control process are necessary to take corrective actions in the event that any problems arise in the implementation process that affect the company's performance (Wheelen, 2011), the control process consists of several mechanisms that the organization uses to monitor performance. The type of information that is collected during this stage helps in the success of this process (Schmelzer, 1994).



Source: by the authors

Figure (1): Research Model (5'O)

2. METHODS AND MATERIALS

3.1 Study measures

We designed an online questionnaire in three languages (Arabic, English, and French). When 220 electronic forms were distributed, we were able to retrieve 207 samples. After inspecting, we accepted 190 correct questionnaires, meaning (86.36%) is considered satisfactory. Data were collected within two months from July 2020 until September 2020.

The measurement method was based on the LIKERT scale, the scale consisted of five degrees (Strongly disagree, disagree, neutral, agree, to strongly agree), and we divided the questionnaire into two parts. The first section contained the demographic aspect of the sample (gender, administration, professional experience), The second section consists of 6 variables, each variable consisting of a group of elements, marketing strategy implementation (4 items), organizational structure (5 items), Organisational Processes (5 items), Organizational Culture (5 items), Organizational Communication (5 items),

Organizational Control (5 items) , the different measurement measures used in this study are presented in the following detailed Table (1).

Table(1): Measurement items used

Variables	Items	References
Marketing strategy implementation (MSI)	MSI 1; MSI 2; MSI 3; MSI 4	(Schaap, 2006)
Organizational Structure (OS)	OS 1; OS 2; OS 3; OS 4; OS 5	(Hambrick, 1989) (Okumus, 2003)
Organisational Processes (OP)	OP 1; OP 2; OP 3; OP 4; OP 5	(Pryor, 2007) (Skivington, 1991)
Organizational Culture (OC1)	OC1 1; OC1 2; OC1 3; OC1 4; OC1 5	(Ahmadi, 2012) (López, 2004)
Organizational Communication (OC2)	OC2 1; OC2 2; OC2 3; OC2 4; OC2 5	(Yang Li, 2008) (Noble, 1999)
Organizational Control (OC3)	OC3 1; OC3 2; OC3 3; OC3 4; OC3 5	(Brenes, 2008) (Baldauf, 2005)

Source: by the authors

3.2 Study data analysis instruments

First, we tested the reliability and validity of the model, using the KMO index and Bartlett and Cronbach's alpha. Second, we also performed a descriptive analysis of the variables using the average and standard deviation and level of acceptance in order to identify the general trend of the answers to the questionnaire presented. Third, The model was tested based on multiple linear regression analysis (B) to find out the effects between the dependent variable and the independent variables and (t) test, and pearson coefficient R/R^2 and (F) test to determine shows the correlation and the significance of multiple linear regression model, this was done using the (SPSS 25), the expressions used in the equation are as follows: $Y=a+ B1X1+ B2X2+ B3X3+B4X4+B5X5$.

Table (2) : regression equation Components

Y	X1	X2	X3	X4	X5	a
Marketing Strategy implementation (MSI)	Organizational structure (OS)	Organisational process (OP)	Organizational culture (OC1)	Organizational communication (OC2)	Organizational control (OC3)	Constant

Source: by the authors

3.3 Study sample

Through the first part of the questionnaire, we were able to know the demographic aspects of the sample under study They are as follows :

Regarding gender, a convergence of males and females was identified, where the number of males was 99, representing 52.1%, and the number of females was 91, representing 47.9%, This is due to equal employment opportunities in Algerian organizations that rely on employment through competence and experience gained.

As for the individual's position in the organization, we note that the largest percentage of employees in the operational administration was 107, which represented 56.3%, the second percentage of employees in middle management came, as their number reached 63, which represents 33.2%, The smallest percentage was the employees in top management, where their number reached 20, which is equivalent to 10.5%, We note that enterprises in the telecommunications sector employ a large number of employees in operational management, with regard to positions in middle and top management, these positions are granted through internal promotions to those with competence and experience.

The professional experience is divided into four Categories, the category that represents less than 3 years is that of the largest number, with 63, representing 33.1%, the category representing 6-10 years was second, as their number reached 55, representing 29%, the category that was in third place is from 3-6 years, and their number is 48 represents 25.3%, the last category was over 10 years old, and their number was 24, representing 12.6%, the characteristics of the sample are presented in the table (3).

Table (3) : Respondents' demographic profile

Category Companies		Algérie Télécom		ATM Mobilis		Djezzy		Ooredoo		Total	
		<i>ni</i>	%	<i>ni</i>	%	<i>ni</i>	%	<i>ni</i>	%	<i>Ni</i>	%
Gender	Man	21	11.05	30	15.78	27	14.21	21	10.05	99	52.1
	Women	29	15.26	22	11.58	20	10.52	20	10.52	91	47.9
Position	Top management	5	2.63	3	1.57	5	2.63	7	3.68	20	10.5
	Middle management	13	6.84	24	12.63	19	10	7	3.68	63	33.2
	Operational management	32	16.84	25	13.15	23	12.1	27	14.21	107	56.3
Experience	Less 3 years	10	5.26	18	9.47	18	9.47	10	5.26	63	33.1
	3-6 years	19	10	10	5.26	05	2.63	14	7.36	48	25.3
	6-10 years	14	7.36	12	6.31	17	8.94	09	4.73	55	29
	Over 10 years	07	3.68	12	6.31	07	3.68	08	4.21	24	12.6
N= 190 100%											

Source: by the authors based on SPSS output

3. RESULTS AND DISCUSSION

4.1 Model reliability and validity :

For the validity and reliability test questionnaire we used a set of coefficients represented by **KMO** index, **Bartlett** test and Cronbach's Alpha, Where the value of kmo ranges between 0 and 1, and whenever the value is greater than 0.50, this is an indication of validity, and for Bartlett test it should be (Bartlett <5%), Finally, the value of **Cronbach's alpha** is between 0 and 1, the closer the value is to 1, the reliability is greater.

Table (3) shows the value of **KMO** index equal to (**0.781**), and **Bartlett** test equal to (**p=0.000 < 5%**), and the value of **Cronbach's alpha** is it ranges between (**0.824** and **0.924**), these values are very acceptable so we can run tests on the model.

Table(4): Model validity tests

KMO index	Bartlett test	Cronbach's alpha					
0.781	0.00	(MSI)	(OS)	(OP)	(OC1)	(OC2)	(OC3)
		0.841	0.887	0.845	0.924	0.824	0.873

Source: by the authors based on SPSS output

4.2 Descriptive analysis of the variables :

Through Table (5), we note that for the dependent variable (Marketing Strategy Implementation), the average ranges between 3.54 to 4.40 , and for the standard deviation, it ranges between 0.36 to 0.86, and for the level of acceptance, it was most of the items is agree , The answers are so positive that the statements in the questionnaire are fully accepted.

As for the independent variables, First. organizational structure, the average ranges between 3.49 to 4.47, for the standard deviation, it ranges between 0.55 to 0.79, and for the level of acceptance, it was most of the items is agree, Second. organizational processes, the average ranges between 3.49 to 4.17, for the standard deviation, it ranges between 0.59 to 1.12, and for the level of acceptance, it was most of the items is agree, Third organizational culture, the average ranges between 3.44 to 4.39, for the standard deviation, it ranges between 0.48 to 1.16, and for the level of acceptance, it was most of the items is agree, Fourthly organizational communication, the average ranges between 3.53 to 4.15, for the standard deviation, it ranges between 0.57 to 1.20, and for the level of acceptance, it was most of the items is agree, Fifth organizational control, the average ranges between 3.68 to 4.30, for the standard deviation, it ranges between 0.53 to 0.98, and for the level of acceptance, it was most of the items is agree.

We notice through the presentation of the descriptive analysis of the variables that all the statements that included the questionnaire were answered with acceptance.

Table(5): Descriptive analysis of the variables

Variables	Marketing strategy Implementation (MSI)				Organizational Structure (OS)					Organisational Processes (OP)				
Items	MSI 1	MSI 2	MSI 3	MSI 4	OS 1	OS 2	OS 3	OS 4	OS 5	OP 1	OP 2	OP 3	OP 4	OP 5
Average (M)	3.54	4.40	3.78	3.62	3.84	4.32	3.49	3.77	4.47	4.17	3.58	3.89	3.61	3.49
standard deviations	0.65	0.74	0.36	0.81	0.60	0.55	0.63	0.79	0.75	0.59	0.70	0.91	1.12	0.87
Acceptance Level	A	S A	A	A	A	S A	A	A	S A	A	A	A	A	A
Variables	Organizational Culture (OC1)				Organizational Communication (OC2)					Organizational Control (OC3)				

Items	OC1 1	OC1 2	OC1 3	OC1 4	OC1 5	OC2 1	OC2 2	OC2 3	OC2 4	OC2 5	OC3 1	OC3 2	OC3 3	OC3 4	OC3 5
Average (M)	4.39	4.01	3.68	3.44	3.72	4.15	3.89	3.55	3.78	3.53	3.68	3.87	3.69	4.30	4.23
standard deviations	0.70	0.48	1.16	0.59	0.72	0.57	0.81	1.20	0.67	0.64	0.77	0.98	0.67	0.53	0.74
Acceptance Level	SA	A	A	A	A	A	A	A	A	A	A	A	A	S A	SA

NB: strongly disagree: **SD**, disagree: **D**, neutral: **N**, agree: **A**, strongly agree: **SA**

Source: by the authors based on SPSS output

4.3 Hypotheses testing results :

We note through the summary in Tables (6), which shows the correlation and the significance of multiple linear regression model (Note that the variables follow a normal distribution according to **Kolmogorov-Smirnov** test) :

The correlation coefficient is (**R = 0.859**) , which indicates a positive and strong correlation between the model variables, and the determination coefficient, was estimated at (**R²=0.773**), where 77.3% of the change in the marketing strategy implementation is the result of changes in the variables (OS,OP,OC1,OC2,OC3).

We also note that the value of (**F =155.366**), with a significant level (**sig=0.00**), which is smaller than the level of significance (**sig≤0.05**), This indicates the significance of the model (5'O).

Table(6): Correlation and significance of the Model

Model	R	R square	F	Sig
5'O	0.859	0.773	155.366	0.00**

Source: by the authors based on SPSS output

And to determine the effect between the independent and dependent variables, we relied on multiple linear regression and the (T) test. as shown in the table (7).

Hypothesis 1: Organizational structure has a positive impact on marketing strategy implementation.

The statistical analysis results showed that there is a statistically significant effect between the independent variable(OS) and the dependent variable(MSI), as the level of significance reached (**Sig=0.00**) , which is smaller than the level of significance (**sig≤0.05**), and t test (**t=7.211**) . That is, accepting the hypothesis that states that there is a statistically significant impact of organizational structure on marketing strategy implementation.

The regression coefficient was (**B=0.383**), which means that the change in the value of the independent variable by one unit is matched by a change of (0.383) in the dependent variable.

Hypothesis 2: Organisational process has a positive impact on marketing strategy implementation .

The statistical analysis results showed that there is a statistically significant effect between the independent variable(OP) and the dependent variable(MSI), as the level of significance reached (**Sig=0.01**) , which is smaller than the level of significance ($\text{sig} \leq 0.05$), and t test (**t=3.355**) . That is, accepting the hypothesis that states that there is a statistically significant impact of Organisational process on marketing strategy implementation.

The regression coefficient was (**B=0.133**), which means that the change in the value of the independent variable by one unit is matched by a change of (0.133) in the dependent variable.

Hypothesis 3: Organizational culture has a positive impact on marketing strategy implementation .

The statistical analysis results showed that there is a statistically significant effect between the independent variable(OC1) and the dependent variable(MSI), as the level of significance reached (**Sig=0.00**) , which is smaller than the level of significance ($\text{sig} \leq 0.05$), and t test (**t=3.891**) . That is, accepting the hypothesis that states that there is a statistically significant impact of Organizational culture on marketing strategy implementation.

The regression coefficient was (**B=0.231**), which means that the change in the value of the independent variable by one unit is matched by a change of (0.231) in the dependent variable.

Hypothesis 4: Organizational communication has a positive impact on marketing strategy implementation .

The statistical analysis results showed that there is a statistically significant effect between the independent variable(OC2) and the dependent variable(MSI), as the level of significance reached (**Sig=0.00**) , which is smaller than the level of significance ($\text{sig} \leq 0.05$), and t test (**t=3.565**) . That is, accepting the hypothesis that states that there is a statistically significant impact of Organizational communication on marketing strategy implementation.

The regression coefficient was (**B=0.151**), which means that the change in the value of the independent variable by one unit is matched by a change of (0.151) in the dependent variable.

Hypothesis 5: Organizational control has a positive impact on marketing strategy implementation .

The statistical analysis results showed that there is a statistically significant effect between the independent variable(OC1) and the dependent variable(MSI), as the level of significance reached (**Sig=0.00**) , which is smaller than the level of significance ($P \leq 0.05$), and t test (**t=6.378**) . That is, accepting the hypothesis that states that there is a statistically significant impact of Organizational control on marketing strategy implementation.

The regression coefficient was (**B=0.284**), which means that the change in the value of the independent variable by one unit is matched by a change of (0.284) in the dependent variable.

multiple linear regression equation is

$$Y = 0.807 + 0.383X_1 + 0.133X_2 + 0.231X_3 + 0.151X_4 + 0.284X_5$$

Table(7): Hypotheses testing results (multiple linear regression)

model	a Constant	B	T test	Sig	Results
OS => MSI	0.807	0.383	7.211	0.00**	Positive supported
OP => MSI		0.133	3.355	0.01**	Positive supported
OC1 => MSI		0.231	3.891	0.00**	Positive supported
OC2 => MSI		0.151	3.565	0.00**	Positive supported
OC3 => MSI		0.284	6.378	0.00**	Positive supported

MSI: dependent variable, ** Significant at the sig ≤ 0.05

Source: by the authors based on SPSS output

4. CONCLUSION

The marketing strategy implementation is considered one of the most important and difficult phases in the strategic management process. This is what gave it priority among researchers, as it is influential in the organizations performance.

Organizational factors are characterized as being the backbone of organizations through which all operations and procedures are carried out, To create compatibility and flexibility, it is necessary to control these factors and work to make them achieve a competitive advantage for the organization.

The study revealed a set of results, which we summarize as follows: First, The influence of the organizational structure on the implementation of the marketing strategy, where the type of structure and how it is divided help in facilitating the movement of information and directives, as well as helping in the division of tasks and defining responsibilities between the work team and creates compatibility between human and material resources in the organization, this result corresponds to a study (Hambrick, 1989).

Second, the strategy implementation needs constant control, the organizational control will enable the organization to know the developments at the level of this stage. It also enables the control to discover problems in a timely manner and work to find solutions to them. It also allows for necessary corrective changes to be made, and the outputs of the control process are among the most important data that decision-makers and stakeholders need, as it determines the extent to which what has been planned is in line with what has been implemented indeed, this result corresponds to a study(Flamholtz, 1985).

Third, there is a great correlation between organizational culture and strategy implementation. The existence of a general acceptance of the organization's culture is one of the most important issues that decision-makers aspire to. When a comfortable environment is created for employees, this motivates them to work more and act positively, and in the event of lack of interest in the organizational culture in the organization this would Creating internal and ideological conflicts that negatively affect the overall performance. this result corresponds to a study (Ahmadi, 2012).

Fourthly, It is important to find consensus and coordination between the parties involved in the implementation process, and this can only be done with the existence of a high-quality communication system that enables the organization to send its instructions and directives at the appropriate time and place, and organizational communication helps to

face several obstacles, among which are ambiguity of information received from senior management and lack of Benefit from feedback from lower management, this result corresponds to a study(Dobni, 2003) .

Finally, the importance of organizational processes in the process of implementing the strategy, this is evidenced by developing a plan that enables the organization to clarify the processes and procedures and distribute them in the required manner to the work team, and the organizational process is determined through the interaction between the work team and stakeholders, this result corresponds to a study (Pryor, 2007).

5.1 Practical implications :

- Emphasis must be placed on building modern organizational systems and structures that are consistent with the goals of the organization and with the development in the field of management.
- Managers in organizations must give greater importance to the implementing process, and correct its course in the appropriate time and manner, in order to achieve the desired goals.
- It is also important to develop a clear plan by the senior management to implement the tasks and divide them according to ability and competence without conflict of interest in the organization.

5.2 Study limits

- During our study, we did not cover all the factors of the organizational dimension.
- The study was for Algerian telecom companies only.
- Our study relied on survey results only.

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