



## THE SOCIAL PROCESSES TO CREATE KNOWLEDGE AND ITS IMPACT ON ACHIEVING MARKETING EN- TREPRENEURSHIP/ AN ANALYTICAL STUDY FOR THE SAMPLE OPINIONS OF EMPLOYEES IN A GROUP OF ALUMINUM FACTORY PVC – KIRKUK

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**Abstract:** The study aimed to know the role of social processes to create knowledge in achieving marketing Entrepreneurial for the factories investigated through an analytical study of the opinions of a sample of workers in the group of aluminum PVC factories - Kirkuk, which was chosen as a field for study. (200) individuals, of whom a sample of (140) was drawn based on the (Karamir-Table) table to determine the sample size, of which (133) were retrieved, of which (131) were valid forms for analysis and were analyzed using (SPSSv.25) and (AMOS V. 25).

The study concluded that there is a correlation and a significant effect of social processes to create knowledge in achieving the indicators of marketing Entrepreneurial as a whole. Marketing contributes to improving the competitive position of the factories surveyed.

**Keywords:** social processes of knowledge creation, marketing Entrepreneurial, PVC factories.

### Introduction:

Knowledge represents the cornerstone on which organizations in general and factories, in particular, depend, and given that the work of PVC factories contains creative and innovative processes that are based in nature on social interactions and the formation of work teams, the creation of knowledge and the nature of social processes or socialization to create knowledge is necessary and is an essential factor. It contributes to the development of factories, and it has become clear to the eye the importance of the increasing knowledge due to competition. This is why the studies sought to explore concepts and determinants that would contribute to the preservation, investment, and development of workers' knowledge to achieve an added value for the target customer, that value expressed by (Porter, 1980, in his famous book *Competitive Strategies to Create Competitive Advantage*, factories that wish to keep pace with the development taking place with the changing environment must be able to create and generate new knowledge faster and better than competitors, for every era has elements of forces that distinguish it from the rest of the ages. What distinguishes our current era is that the elements of power lie in the creation of new knowledge that is an advantage that factories possess over other competitors, as the sources of knowledge have become not as they were in the past only acquired, but today there are social processes to create knowledge through the participation of the knowledge that individuals and groups have within the organization and its transformation from tacit knowledge to explicit knowledge available to all workers in the organization. And work to develop the skills of workers, develop them, empower them and give them opportunities to obtain the knowledge they possess and make the knowledge owned by everyone and everyone can refer to it when needed.

Today's competition between organizations is based on gaining market share that achieves its goals successively, and this market share can only be achieved through continuous work in developing new ideas or new services or even changing marketing business models in a new and radical way to achieve leadership in the market if we take. Given the growing tendency of demand towards these products, therefore, factories that want to succeed under the current conditions are supposed to find ways to increase

the ability of their units to read and respond quickly to changes that occur in the field of competition by supporting workers to put forward their ideas, empower them and develop their culture.

### **1-methodology and procedures of the study**

1-1 The problem of study: The current problem of the study lies in the question (Is there a role for social processes to create knowledge in achieving Entrepreneurial marketing as a whole? To what extent are the social processes of knowledge creation available in the factories examined?)

#### **1-2 The importance of the study:**

The social processes of knowledge creation are necessary and are considered a key factor contributing to the development of organizations, and the importance of knowledge has become increasingly visible due to competition between factories, so the study sought to explore concepts and determinants that would contribute to the preservation, investment, and development of workers' knowledge in order to achieve an added value for the target customer. Today's competition between factories is based on achieving customer satisfaction, gaining market share that achieves its goals successively, and this market share can only be achieved through continuous work in developing new ideas or new services or even changing marketing business models in a new and radical way to achieve marketing leadership.

#### **1-3 Study Objectives:**

This study seeks to achieve the following objectives:

- A statement of the basic concepts of the social processes of knowledge creation and its dimensions as studied and discussed by writers and researchers.
- Increasing awareness of the role and importance of social processes for knowledge creation in organizations
- Recognize the reality of social processes to create in the organization concerned in order to identify and support strengths and identify and address weaknesses.

#### **1-4 The hypothesis of the study:**

- There is a significant correlation between the social processes of knowledge creation and the combined Entrepreneurial marketing of PVC factories.
- There is a significant effect of social operations in achieving the indicators of Entrepreneurial marketing as a whole.

#### **1-5 Methods of data collection:**

This paragraph is divided into two aspects: The first is the theoretical aspect, as it was covered depending on what is available in terms of books, research, letters, and narratives. The second: the practical side, the coverage was done by reference to a checklist that was designed for this purpose, as this list adopted three scales verified and weighed 3, partially verified and weighed 2, unrealized and weighed 1.

#### **1-5 Community of the study:**

The study population includes employees at the higher levels and heads of departments, sections, and units in the organization in question. The study relied on the descriptive-analytical method.

## **2- Theoretical framework**

Knowledge is one of the most important foundations of organizations. It gives a clear depiction of facts, terms, and theories, and it is an acquired process, and the process of creating, generating, and creating knowledge is considered one of the basics of success in organizations because of its great role in achieving excellence among competitors, and that interaction and partnership among workers is one of the most important Methods of acquiring and creating new knowledge, as it has become necessary for each organization to have a special administration that encourages and motivates employees and gives them confidence in order to bring out their creative and innovative abilities and skills and their sustainability for business success and gain the competitive advantage of the organization.

### **2-2 The concept of creating knowledge**

Nonaka, Takeuchi (Nonaka & Takeuchi), and their colleagues explained in most of the research that the knowledge creation process is a key indicator of innovation and creativity, and (Nonaka Ikujiro) is considered one of the best knowledge scientists. They pointed out that it is not enough to exploit existing knowledge, it is also important to explore and create new knowledge, as they created a knowledge creation theory based on the SECI model This model highlighted how knowledge is created through the interaction between explicit and tacit knowledge and its amplification from individual to groups and then to the level organizational, Accordingly, Nonaka 1995 & Takeuchi approach recognized the central role of tacit knowledge because it is difficult to imitate this type of knowledge. To find new knowledge and develop the idea, [1] he defined it as the processes of interaction and participation in experiences between individuals to find the tacit knowledge inherent in their minds, and [2] sees it as a mixture of cumulative

learning, experiences, and skills Structured information that is identified and analyzed to become a clear and understandable language that can be applied to reality.

### 2-3 The importance of creating knowledge

- The process of creating knowledge expresses a basic pillar for organizations and is the trump card for the survival and development of organizations in light of the changes and challenges in the business environment today. [3].
- The process of creating knowledge is a way to invest the intellectual capital of organizations, build the human mind and increase the ability of workers to be creative and innovative. [4].
- The process of creating knowledge is an economic resource for the organization that enables it to have a sustainable competitive advantage. [5].
- The knowledge creation process is considered the most important strategic resource for modern organizations in light of the current challenges. [6].

### 2- 4 social processes of knowledge creation

Social processes are the processes of interaction and sharing between individuals, by transforming tacit knowledge into explicit knowledge. together for a long time in the same environment.

Social processes typically occur in apprenticeships, where trainees learn the tacit knowledge needed in their craft through work experience, rather than written handbooks or textbooks. Social processes may also occur informally in social meetings outside the workplace, where tacit knowledge can be such as Global perspectives, mental models, and mutual trust created and shared. Companies often gain and benefit from the tacit knowledge that customers and suppliers have by interacting with them.

Where many researchers such as agree that the dimensions of human resource practices include the following:

First- support from senior management

Second- the culture

Third - trust

**First - support from senior management:** It plays an important role in providing the appropriate environment for social processes to create knowledge by supporting interactions and forming work teams for employees and their participation in decision-making processes, because leadership is directly linked to the human resource in the organization, in addition to the role played by the leader's behavior through formulating a future strategic vision for the organization Considering the degree of employee support, motivation and support [7], most researchers believe that the most effective factor through which the knowledge creation process can be achieved is the presence of supportive leadership for new ideas through which employees can present their ideas, encourage and motivate them to do so [8], and [9] believes that senior management seeks to support the innovative capabilities of employees, motivate them, and create and spread a new culture in the organization.

**Second- the culture:** The social processes of knowledge creation are closely related to culture, as culture affects the interactions between workers, creating a cultural climate is a key factor in supporting workers and giving them an incentive to develop their ideas and put forward new ideas. Culture is the basic defaults, values , and beliefs among the employees of the organization [10]. Culture is considered one of the necessary pillars for the success of knowledge management through which employees are motivated to create knowledge by sharing knowledge among them and benefiting from it by applying it in the field of work to benefit from it. , where the culture of mutual participation is one of the most important conditions for knowledge transformation for individuals and groups [11]. This cognitive transformation requires the presence of working individuals who interact and exchange ideas together and share knowledge with others. Culture is of great importance in the work of organizations as it represents a method of interaction and interdependence between workers to create new ideas.

**Third- trust:** An important social factor in the process of creating and acquiring knowledge. Giving individuals working in the organization the feeling that they are an important part of it and in the decision-making, system is enough to raise their morale and improve their performance, and therefore this will be in the interest of the organization [12], encouraging individuals and their participation In the decision-making process, it makes them feel confident and responsible and improves their performance and duties towards the organization, as a trust for individuals means their authorization and participation in decision-making, [13], Trust is a personal issue. Therefore, activating these issues is one of the basics of success for the organization, because working individuals when they feel responsible will increase their creative and innovative abilities at work, and the confidence of working individuals is affected by the type of culture in the organization, where the culture of each organization is different from the other organization [14], that the mutual trust between workers affects the relations between them at all levels in the organization, and therefore the stronger the bonding and interaction between the workers, the more it is the reason for exchanging ideas and finding new knowledge.

### 2-5 Marketing leadership

Explains the concept of Entrepreneurial marketing according to the opinions of researchers.

He defined it [15] and described it as the entrepreneurial mentality marketing activities and practices. As for [16], Entrepreneurial marketing is a combination of innovative, proactive, and risk-taking activities that can create and deliver value to customers, businessmen, marketers, their partners, and society as a whole.

[17] that Entrepreneurial marketing is the process of systematic evaluation of the environment to find or create new opportunities and exploit them effectively to renew the competitive advantage, and the organizations that implement entrepreneurial marketing are proactive and creative in taking the initiative or attracting customers instead of responding to their needs.

#### 2-6 The importance of Entrepreneurial marketing

Great importance and an effective role in the spread of emerging organizations in particular and the continuity of organizations in the market in general with the addition of competitive advantage to them in competition with other organizations and ensuring that customers deal with them and maintain them, and Entrepreneurial marketing also enhances the continuity of emerging organizations in the market and the ability to compete in the long term, As the entrepreneurial marketing activities are characterized by several advantages, the most important of which are the following.

- Entrepreneurial marketing contributes to improving the current and future status of the organization.
- Entrepreneurial marketing activities help to define goals accurately, especially in small companies.
- The need for changes, improvements, and innovations to prevent stagnation and falls in the market.
- Increasing and gradual weakening of the traditional ways of managing organizations.
- Entrepreneurial marketing helps small and medium-sized companies to reach customers easily through innovative marketing activities and strategies compared to other competing companies.

#### 2-7 Dimensions of Entrepreneurial marketing

The dimensions of entrepreneurial marketing from the point of view of researchers and writers(Thomson,2006)( Jones & Rowley,2009)( Umrani, et al, 2015) ( Ali, 2017).

First- marketing creativity

Second- proactive marketing

Third- Marketing risk

Fourth- Investing in marketing opportunities

**First- marketing creativity:** One of the ancient phenomena with recent roots is interest. Organizations' interest in creativity has increased according to their fields of work and activities. All industrial, service and commercial organizations need creativity in their work, and organizations that have business leaders and the best managers have the ability to achieve creativity because leaders and managers are the ones who can provide a work environment And an appropriate organizational climate to help the organization's members use their creative abilities and talents in the best way. [18] and [19] believes that Entrepreneurial Marketing will not exist without marketing creativity. Creativity has been defined as the company's tendency to support new ideas in marketing, Where Perez (1990) said that innovation requires creativity and obsession with his vision through research and development, which is an important source of creativity and innovation. Marketing creativity has been defined as anything or something distinct in the marketing aspect that enables the organization to be different from competitors in the market, such as the use of new activities and practices in marketing that lead to positive changes that make the organization superior to competitors [20], according to a vision [21] define creativity as the ability to maintain a flow of new ideas that can be translated into products, services, technologies or markets that may help an organization move and lead its products.

**Second- proactive marketing:** Marketing proactiveness has become one of the most important elements that contribute to achieving success for organizations as it is one of the most important components of achieving creativity, innovation, and excellence, and the organization can, under marketing proactiveness, follow up and control the external environment and market trends. , may or may not be related to the current line of operations, and the organization can be proactive by shaping the environment or offering products, services, and brands ahead of competitors [19] or [22] He sees proactivity as the process of searching for new information about customers, identifying opportunities, knowing future trends for customers' needs and changing desires, and responding quickly to market indicators that the organization can benefit from when moving. [23] mentioned the concept of proactivity as the organization's ability to predict the future needs of customers by offering products that meet their desires.

**Third- Marketing risk:** The history of risk dates back to (1934) and Cantillon indicated for the first time about the association of risk with marketing activity [24] as marketing risk constitutes an essential dimension of marketing leadership, as the organization cannot start projects and businesses without taking risks, because organizations today face a working environment It is complex with a high degree of change and complexity, and according to [25], the risk is the organization's willingness to assume responsibility, take bold decisions at all individual and collective levels, face the changing environmental conditions and overcome difficulties and obstacles.

[26] defined marketing risk as to the willingness to bear the burden of responsibility and uncertainty in making marketing decisions. As for [18], he defined marketing risk as the risk taken by the entrepreneur by offering products and services and taking responsibility for what exists in the market of uncertainty and ambiguity.

**Fourth- Investing in marketing opportunities:** The organization can take advantage of opportunities to beat its competitors in the industry and confront them everywhere. The opportunity is defined as competitive aggressiveness, which aims to overcome competitors by setting a market ambition, sharing goals, and taking bold steps to achieve them such as lowering prices and sacrificing. [27], [28] discussed opportunities like the ability to identify and invest in a resource that is not optimally used. Or as "proactively identifying and exploiting opportunities to obtain and retain profitable currencies through innovative risk management methods, utilizing resources, and creating entrepreneurial marketing value resulting from opportunities.

Opportunities are sought in the environments and markets that are fraught with doubts in which organizations operate, and leadership, in particular, means investing in new opportunities that were not previously invested. Rare and not always available, and therefore the organization must take the speed to seize the available opportunities and determine the options based on the consumer, taking into account the political and social trends [29]. By recognizing, discovering, and investing opportunities, the organization can achieve a competitive advantage that distinguishes it from competitors.

### 3- Practical side

#### 3-1 Scale stability test

This paragraph includes ensuring the stability of the research measurement tool (the questionnaire), which will be verified by adopting Cronbach's Alpha coefficient, whose value must be greater than (0.70) so that the current research scale is characterized by high stability as a necessary procedural step before starting an analysis. The resolution is that the stability of the measurement tool is one of the most important steps and one of the parts of honesty, and as shown in the following table, it is clear that we note that the value of Cronbach's Alpha ranged between (0.808-0.887) Which means that all the main and sub-variables of the current research are characterized by high stability, and this is consistent with what each of the researchers (Sekaran & Bougie, 2016), who emphasized that the stability of the scale for any variable must be greater than or equal to (0.70), and this is what It was actually achieved in this research for the factories investigated, while the amount of (Cronbach's Alpha) at the research level was (0.887), which reflects the high stability of the measuring tool of this research, which indicates the stability of the questionnaire tool and the extent of its measurement of search terms in a high way from the real description away from bias. [30] [31] [32]

Table (1) Results of the scale stability test

S	Variable	Alpha Cronbach for each variable	Alpha Cronbach for the whole search
1	Social processes of knowledge creation	0.808	0.887
2	Entrepreneurial Marketing	0.830	

Source: Prepared by the two researchers based on (Spss. V. 25) (n=131)

#### 3-2 Hypothesis Test

- Testing the correlation between the variables (Spearman correlation coefficient):

This paragraph aims to test the main hypotheses of the study related to the correlation relationship between the independent and dependent variables, as well as the correlation related to the sub-dimensions related to the independent variable (social processes to create knowledge) on the dependent variable and its dimensions, and to ensure its accuracy, and this will be done according to the arrival of this hypothesis in the research methodology, which is as follows :

- a- A- Presentation and interpretation of the results of the first hypothesis: This hypothesis stated (that there is a significant correlation between the social processes of knowledge creation and Entrepreneurial Marketing combined) for the two variables in general. The achieved moral level is less than the suggested moral level (0.05), so this first basic hypothesis is accepted at the research level, which means that Entrepreneurial Marketing is directly proportional to the social processes of knowledge creation.

Table (2) values of the correlation coefficients for the first hypothesis

independent variables	Entrepreneurial Marketing
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Social processes of knowledge creation	Spearman Correlation	**0.588
	Sig. (2-tailed)	0.00
	N	131

Source: Prepared by the two researchers based on (Spss. V. 25) (n=131)

From the results of the above table of hypothesis testing, we find the following: There is a statistically significant correlation between Entrepreneurial Marketing and social processes to create knowledge. After reviewing the data in Table (2), we note that there is a positive correlation of (0.588\*\*) with a moral level of (0.00), and since the achieved moral level is less than the suggested moral level (0.05), so this hypothesis is accepted at the research level.

- Testing the effect of the relationship between the variables (regression analysis):

This paragraph aims to test the main hypotheses of the study related to the effect of the independent and dependent variables (social processes to create knowledge) on the dependent variable and to ascertain their accuracy [33] [34].

a- Presentation and interpretation of the results of the second hypothesis: This hypothesis was reported by the research (there is a significant effect of social processes in the indicators of Entrepreneurial Marketing as a whole), and the following is a table showing the results of testing the second main hypothesis.

Table (3) values the influence coefficients between Entrepreneurial Marketing and the social processes of knowledge creation

Sample	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R-square	F	Sig.
	B	Std. Error	Beta					
Constant	0.902	0.141		6.385	0.00	0.410	89.696	0.00
Social processes of knowledge creation	0.614	0.065	0.640	9.471	0.00			

Source: Prepared by the two researchers based on (Spss. V. 25) (n=131)

When looking at what is presented in Table (3), we note that there is an effective relationship of (0.640) and (T = 9.471) with a level of significance of (0.00), and since the achieved level of morale is less than the suggested level of morality which is (0.05) and the value of (T > 1.96) Therefore, the second main hypothesis was accepted at the current research level, while the value of (F = 89.696) was at a significant level of (0.00), which means the validity of the research model (the morality of the research model), meaning that the independent variable is in the dependent variable. Where the regression equation is written as:  $Y=0.902+(0.640) X$

#### 4 - Conclusions and recommendations

##### 4-1 Conclusions:

The study revealed several theoretical and scientific conclusions, namely:

- 1- It became clear from the results of the study that the management of the factories surveyed cannot meet the needs and requirements of customers within a short period.
- 2- It was found through the results of the study that the management of the factories surveyed exploits the available opportunities depending on the changing environmental conditions according to the standard of revenue and cost of each opportunity.
- 3- It was found that the management of the examined factories is striving to build a mental position for it in the markets in which it operates by providing products and services according to the vision and requests of customers.
- 4- It is clear from the results of the study that there is a significant correlation with statistical significance between the social processes of knowledge creation as a whole and the Entrepreneurial Marketing of the factories surveyed.
- 5- The results of the study show that the social processes of knowledge creation in all its dimensions have a significant effect on achieving indicators of marketing leadership.

##### 4-2 Recommendations:

In light of the conclusions, the study reached a set of recommendations:

- 1- The management of the surveyed factories should continue to develop and improve products by introducing new designs that meet the needs and requirements of customers and consider them a competitive advantage that they use to outperform their competitors.
- 2- The management of the factories surveyed should provide modern machines and prepare new work programs that will enable them to meet the requirements of customers within a short period.
- 3- The factory management should prepare clear policies for investing in new opportunities according to the standard of revenue and cost of each opportunity.
- 4- The necessity of building a mental position for the factories in the markets in which they operate by providing products and services that meet the desires and tastes of the target customers.
- 5- The factories surveyed should pay attention to social processes to create knowledge because of their correlation and moral impact in achieving indicators of Entrepreneurial Marketing tirelessly for factories in the field of study.

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