

The Role of Strategic Physiognomy in Dealing with Marketing Chaos

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Abstract

The research aims to identify the role of strategic physiognomy in addressing the marketing chaos of a sample of managers in Iraqi communication companies, and the research problem centered on defining the intellectual and philosophical starting points for this perspective at the level of Iraqi communication companies.

The two researchers used the analytical descriptive approach to reach the results. The questionnaire form was a significant tool in collecting data and information related to the field aspect of the research, where the Iraqi communication companies (Asia Cell, Zain Iraq, Korek) were chosen as a field for research through a sample of (120) managers.

The research came out with several results that were consistent with its hypotheses, the most important of which were: the existence of a significant correlation between the dimensions of strategic physiognomy and the treatment of marketing chaos in the companies surveyed.

Keywords: *strategic physiognomy, Empowerment, Inspiration, Deep understanding, marketing chaos treatment, communication companies.*

Introduction

The challenges of the business environment have increased in the last two decades of the previous century. The main feature of global markets has become complexity, dynamism, and uncertainty in light of the diversity of goods and services provided, the rapid increases in the number of brands and companies, especially in the field of communications, the remarkable developments in marketing methods, and the increase and expansion of distribution channels, which made organizations face what is known as marketing chaos. So those organizations sought to adjust their strategies, practices, and philosophy and work to increase their ability to predict expected changes in markets with chaotic characteristics, whose most important features are difficult to predict, including markets in the Iraqi environment. This difficulty of prediction made organizations need innovative strategic mechanisms to surround their work environment and deal with cases of uncertainty when they arise. In light of that, many fundamental proposals began to emerge in the strategic thought produced by the nature of the stage, as they represent decisive factors in sustaining the success of any organization, including strategic physiognomy, which is one of those essential strategic issues to confront environmental challenges and changes. Consequently, the organization's departments are enabled to form mental perceptions about their present and future operations as a required approach, and to sense the opportunities available away from traditional trends, thus allowing them to

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exercise roles that combine a conscious understanding of the field and the possibility of application. Accordingly, this research aims to identify the strategic role of physiognomy in dealing with the marketing chaos, as it includes four topics, the first is the research methodology, the second is to cover the theoretical side, while the third deals with the practical side, and the fourth tackles the most important conclusions and recommendations.

The first topic: Field research methodology

First. The research problem:

Determining the intellectual and philosophical starting points for this perspective at the level of the surveyed companies with leaders with high qualifications and experience will contribute significantly to forming visions for facing future crises. Therefore, the rapid pace of work due to the increasing intensity of competition towards providing advanced services that satisfy the tastes and desires of customers requires that these companies rely on managing their business on strategic mechanisms and a proactive approach to deal with environmental variables compared to competitors. From the preceding, the field research problem is represented by identifying the role of strategic physiognomy in addressing the marketing chaos, so asking the following questions can contribute to clarifying the contents of the research problem:

1. Do the managers of the research sample have an idea of what strategic physiognomy is and its dimensions?
2. Do the managers of the research sample have a perception of marketing chaos treatments and their importance?
3. What is the nature of the correlation and influence between the dimensions of strategic physiognomy and the treatment of marketing chaos in the communication companies, the research sample?

Second. The importance of the research:

The research derives its significance from the importance of the topic it addresses and the chosen field, as this research contributes by presenting the theoretical frameworks of the study variables represented by strategic physiognomy and marketing chaos treatments to determine the importance as follows:

1. The importance of the research is embodied in building a knowledge framework for topics (strategic physiognomy and marketing chaos treatments) and enriching the Iraqi library due to the limited studies related to the study variables.
2. Determining the availability of strategic physiognomy dimensions for managers in the communication companies, the study sample.
3. Presenting a field framework as a tool that guides the communication companies in the research sample by clarifying the role played by the dimensions of strategic physiognomy in addressing the marketing chaos. Therefore, the link between these variables may represent a scientific addition worthy of attention to the Iraqi writings.

Third. Research Objectives:

In light of the problem of the current study and the lack of studies linking the variables of the study, the main objective of the study is to determine the dimensions of strategic physiognomy and its impact on addressing the marketing chaos in Iraqi telecom companies. Sub-objectives branch out from the main objective as follows:

1. Diagnosing the dimensions of the strategic physiognomy of the departments of the communication companies, the study sample, and related capabilities that contribute to addressing the marketing chaos.
2. Determining the availability of marketing chaos remedies in the study sample of the communication companies.
3. Deciding the surveyed community's perceptions about the general content of the assumptions from which the study was launched in strategic physiognomy and their role in addressing the marketing chaos of Iraqi telecommunications companies.

Fourth. Research Scheme:

The systematic treatment of the research problem according to its theoretical framework and field implications requires building a hypothetical scheme that reflects the nature of the logical relationship between the variables of the study, as well as clarifying the sub-variables of those variables and their effects on the companies under investigation, taking into account the possibility of measuring these variables and assuming that the relationship is one-way. The research scheme includes two types of variables:

1. The independent variable: The strategic physiognomy is represented by the following dimensions (empowerment, inspiration, and deep understanding).
2. The dependent variable: The marketing chaos solutions consist of (flexible organizational structure, creativity, diversity, and strategic competition).

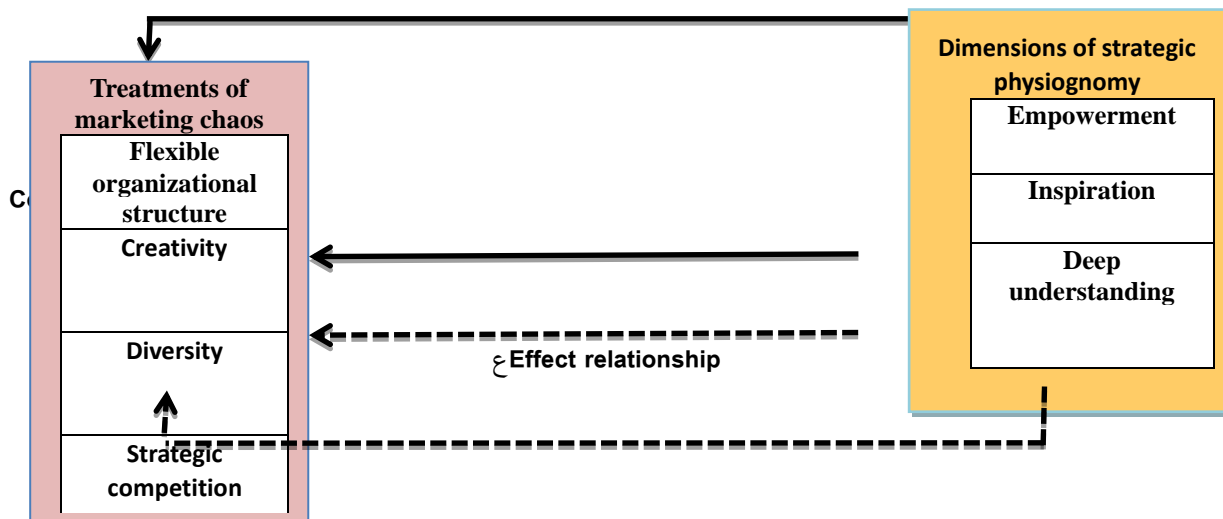


Figure (1) The hypothetical scheme of the study

Source: prepared by the two researchers

Fifth. Research Hypotheses:

A group of hypotheses was identified based on the scheme to prove the statistical relationship and its branches.

The first central hypothesis, Ha1: There is a significant correlation between strategic physiognomy in terms of its dimensions and the treatment of marketing chaos in the researched companies at the macro and sub-dimensions levels.

The second central hypothesis, Ha2: There is a significant effect of the strategic physiognomy of the managers of the surveyed companies in terms of its dimensions in dealing with marketing chaos at the macro and sub-dimensions levels.

Sixth. Research tools:

1. Data collection methods: There are many sources related to collecting data and information associated with the current research, as the researchers used two types of data collection sources, namely:

A- Scientific (secondary) sources: The two researchers turned to this type to cover and frame the theoretical side through many sources represented in scientific references such as books, journals, studies, theses and periodicals available in libraries, as well as by relying on the international network of communications (Internet).

B- Practical (primary) sources: The second type of data was obtained through the field study and the questionnaire form. It is considered the primary tool in collecting data and information for research, and its formulation considers its ability to diagnose and measure the main and sub-variables of the study.

2. Testing the validity and stability of the questionnaire: the validity and stability refer to the ability of the questionnaire to measure what it was designed for. This is one of the most critical conditions that must be met in building scales. The loss of this condition means that the scale is invalid, and its results cannot be approved. To test the scale's validity, there are several methods that the study has adopted part of them, they are:

First. Apparent validity (questionnaire arbitration): A group of faculty members in the Department of Business Administration in Iraqi universities are consulted, to benefit from their scientific and practical experience to ensure that the questions were developed according to a precise scientific formula that is expected to measure the purpose for which they were set. The researchers obtained many observations and opinions that were adhered to concerning deleting, adding, and amending other items of more significance and clarity, and the items were redivided better.

Second. The stability of the study's measurement tool: It means consistency in the scale results, which gives the same results after applying it twice in two different time periods on the same individuals. The stability was calculated in two ways, namely:

1. Stability by the mid-section method: The idea of the mid-section is based on dividing the scale's items into two homogeneous halves. All the sample questionnaires were used to calculate stability according to this method. The (30) questionnaire items were divided into two halves. The first section includes even items, and the second contains odd items. After the test, it was found that the results of the Pearson correlation coefficient between the scores of the two halves of the questionnaire amounted to (0.900), and using the corrective Siberman-Brown equation, the stability coefficient in this way reached (0.948), which is a high stability coefficient.

2. Cronbach Alpha coefficient for internal consistency: The Cronbach alpha coefficient provides an excellent estimate in most cases, mainly because this method depends on the consistency of the individual's performance from one item to another. To extract stability according to this method, all study forms were used for each variable, and then the (Cronbach's alpha) equation was used. Obtaining ($0.70 \leq \text{Alpha}$) is generally acceptable from an applied point of view, according to the study (Sekaran & Bougie, 2010, p. 124), so the results were as shown in Table (1).

Table (1): Results of the (Cronbach's alpha) test for the internal consistency scale for the variables as a whole

Cronbach Alpha coefficient	Number of items	Study variables	
15		strategic physiognomy	1
0.954	5	Empowerment	1-1
0.968	5	Inspiration	1-2
0.973	5	Deep understanding	1-3
	20	Treatments of marketing chaos	2
0.951	5	Flexible organizational structure	2-1
0.951	5	Creativity	2-2
0.950	5	Diversity	2-3
0.952	5	Strategic competition	2-4
0.959	30	The total at the level of the questionnaire as a whole	

Source: Prepared by the two researchers based on the outputs of the program (SPSS V.21).

We note from the results of Table (1) that all stability values (alpha coefficient) for the sub-variables showed a value greater than (0.70), which is greater than the assumed value to indicate the stability of the tool, as the questionnaire as a whole achieved a very high stability value with a value of (0.959). This result suggests a high internal consistency of the questionnaire as a whole.

Seventh. Statistical methods used in data analysis: The statistical analysis program (SPSS V.21) was used to analyze the study data collected from the study sample, as well as to test its pre-prepared hypotheses in the study methodology, and for that, the following statistical methods were used:

1. Descriptive statistical tools: Frequencies, percentages, arithmetic means, standard deviation, and coefficient of variation.
2. Analytical, statistical tools: Exploratory factor analysis, Cronbach's alpha test, (Kolmogorov-Smirnov) and (Shapiro-Wilk) tests, variance inflation coefficient (VIF), allowable variance (tolerance) test, and multiple regression analysis.

Eighth. Research limits:

1. Human limits: A group of managers in the Iraqi communication companies represented by (company manager, department manager, division official, and unit manager).
2. Spatial limits: Iraqi communication companies, which include (Asia Cell, Zain, and Korek Telecom companies).
3. Temporal limits: It is represented by the period of preparation of the field side of the research, as it extended from 1/12/2022 to 29/6/2023.

Ninth. Description of the organizations (research community) and justifications for selection: Determining the study community is one of the pillars on which the success or failure of any field study depends, as on its basis, its variables are formed, and its problem becomes evident, which requires adopting accuracy in defining it. On this basis, the communication companies operating in Iraq were chosen for the following reasons:

1. Clarity of the study variables for most respondents in the surveyed companies.

2. They have the experience and highly skilled administrative and technical cadres in their field of specialization.
3. Their services have a competitive advantage in terms of (quality, price, and delivery) in the local markets, which are significant for the Iraqi customer.
4. The diversity and complexity of the changes that occur in the Iraqi communications environment require it to have physiognomy and strategic awareness among their managers to deal with the marketing chaos.

To complete the current study, the Iraqi communication companies were chosen as an applied field for the study, represented by (Asia Cell, Zain, and Korek companies). As for the study sample, it was identified in the category of managers represented by (company managers, department managers, division officials, and unit managers) in the surveyed companies. After conducting several visits to the companies, it was found that no official statistics determine the size of the community, so the researchers distributed (60) questionnaires to the respondents in each of the three companies. Table (2) shows the number of questionnaires retrieved and valid for statistical analysis.

Table (2) Distribution of the study questionnaire among the surveyed community

Valid questionnaires percentage %	Invalid questionnaires for analysis	Valid questionnaires for analysis	Distributed questionnaires percentage %	Received questionnaires	Distributed questionnaires	company
83.3%	50	4	90%	54	60	Asiacell
66.6%	40	3	71.6%	43	60	Zain iq
50%	30	1	51.6%	31	60	Korek
66.6%	120	8	71.1%	128	180	Total

Source: prepared by the researchers based on the distributed data.

Thus, the number of valid questionnaires for analysis became a total of (120) questionnaires, i.e. (66.6%) of the number of distributed questionnaires.

The second topic: the theoretical framework

The first section. Strategic physiognomy: A theoretical approach

Firstly. The concept of strategic physiognomy: Ancient Greece was considered one of the first nations to know physiognomy as a science, as reflected in their literature and poetry. The Greek philosopher Aristotle discussed how to read an individual personality from the features of his face, as he counted the face as a system or link that expresses the relationship between human phenomena and internal characteristics such as leadership and intelligence, i.e. solidarity between body and spirit. The beautiful face is associated almost expressively with God, love, self and soul. Much more than physical (Wegenstein & Ruck, 2011, p. 28) and (SHRM, 2017, p. 23) pointed out that physiognomy is represented in effective leadership assessments in identifying the strongest candidates for leadership positions in the future and the extent of success of potential leaders in the context of a complex, global and dynamic work environment, as organizations must adopt these assessments and understand how to use them.

(Zhang et al., 2017, p. 388) added that strategic physiognomy is a science based on clear systematic studies of facial features and physiological structure, for the mental state of a leader tends to be able to evaluate the performance of workers and interact with them. Where it is possible, through strategic physiognomy, to intelligently predict individuals and changes in their behavior, as well as changes in the behavior of organizations, as it has been used as a tool that enhances the competitiveness of the organization in highly competitive environments (Alsaqal et al., 2021, p. 2). Moreover, (Soluman & Jamal, 2022, p. 1217) defined it as one of the basic concepts based on a set of skills and capabilities enjoyed by the senior management of organizations that enable putting the

right person in the right place through personality analysis, mind reading, and the ability to feel the environment and understand its components with insight to draw the appropriate path for the organization and ensuring its success over its competitors.

Secondly. Dimensions of strategic physiognomy: The two researchers chose the model agreed upon by: (Wing, 2015), (Dabbas & Muhemmed, 2018), (Hussain, 2018), and (Al-Dulaimi, 2019) to measure strategic physiognomy, which is the most consistent with previous studies and its consistency with Requirements of the current study and the researched environment.

1. Empowerment: Organizations today face significant challenges in light of the continuous changes as a result of comprehensive civilizational transformations due to the diversity in the cultures of workers, as well as the shift in traditional business and leadership roles in various parts of the world and the permanent and rapid technical development in the era of information and technology that introduced a radical change in the course of science and the system of human knowledge in general (Raquib, 2010, p. 124). Empowerment is seen as a weapon to maximize the potential of workers through its widespread application within the organization, as it mainly contributes to organizational success, taking into account the existence of a direct relationship between empowerment and employee performance. Then, he counted it as a means to encourage the contribution of the middle and lower levels in decision-making (Ibua, 2014, p. 33), and (David, 2011, pp. 17-167) referred to the concept of empowerment as enhancing employees' sense of effectiveness by encouraging them to participate in decision-making, exercising initiative and imagination, and rewarding them. Empowerment promised the key to an organization's success by balancing stakeholders' interests (customers, suppliers, employees, shareholders, government, and society) by empowering all employees and focusing on value-added activities.

2. Inspiration: Inspiration stimulates the generation of more creative work and more effective problem-solving, as it is associated with positive variables of well-being, including its emotional and cognitive aspects, and provides energy by activating individuals to unleash their hidden (private) resources and capabilities, which makes them happier and more satisfied with their work, which enhances their job performance (Yuan, 2015, p. 202). Where there is an urgent need for inspiration today, especially with the instability of the social, economic and political environment, as inspiration has an impact on building a common goal among diverse societies, and true inspiration gives a sense of independence and the ability to be independent and unique, as the inspiring individual means today that he can be more self-serving, participation, and self-confidence (Buheji et al., 2014, p. 16). Inspiration emphasizes the pattern of behavior and communication that guides the working individuals and creates in them a sense of the value of work and its challenges. Leaders show a lot of enthusiasm and optimism, which directly impacts subordinates' lives, enhancing the sense of team spirit and inspiring others with what they say and do. Their vision does not mislead others but empowers them (Hellriegel et al., 2001, p. 364).

3. Deep Understanding: Deep understanding is the critical examination of new ideas and facts, placing them in the existing knowledge structure, and making multiple connections between these ideas and each other, in which the learner searches for meaning and focuses on basic arguments and proofs, active interaction, and making connections between different models and real life (Newton, 2000, p. 149). Deep understanding encourages thinking and learning and helps people and organizations. Failing to understand and contain this concept reduces the individual's ability to deal deeply with complex ideas. Therefore, this concept is not only related to a specific field of knowledge, but it is related to the processes of solving the same problem, individuals' understanding of their thinking processes, and the capabilities that they possess, a deep and good understanding of what can be done and implemented (Alsaqal et al., 2021, p. 2). Deep understanding contributes to being a way to ensure that all relevant actors adhere to a

shared vision and work towards common goals, as it is a way to look deeply into the future to define the organization's vision and goals and the effects of current decisions and practices and avoid possible obstacles (Kettune, 2020, p. 22).

The second section. Dealing with marketing chaos: A theoretical approach

First. The concept of marketing chaos: In the field of market chaos, (Debnath, 2022, p. 89) indicates that chaos exists in complex marketing programs, as it is difficult to predict what will happen once everything is officially launched due to the presence of many possible inputs, factors, and outcomes. So marketing is no longer an activity but a complex system of messages directed at specific consumers at specific times, in particular ways, on specific devices, and in the purchasing cycle. Here is an indication that chaos theory plays a role in increasing the awareness of the modern marketing manager in enhancing understanding of market shocks (Ertürk, 2012, pp. 849-868).

Therefore (Kevin, 2022, p. 1) views marketing chaos as a condition in a multi-location marketing business when local marketers (franchisees, resellers, dealers, etc.) stray from brand standards and strategies to increase revenue for their operations. In the same direction, (Rajagopal, 2015, 22) clarified the concept of marketing chaos as illustrating the poor insight of marketing departments in detecting and understanding the external conditions that occur in the environment promptly. And this makes them face tremendous problems in interpreting their future directions and exploiting the available opportunities, which requires corporate departments to establish a culture of dealing with marketing chaos by promoting innovative information, diversity, and creativity.

(Abbas, 2021, p. 172) believes that the concept of marketing chaos is that it is a negative, unstable state in the marketing environment that is characterized by a high degree of complexity, uncertainty, difficulty in predicting, and ineffective long-term planning, which requires the marketing department to unite its efforts and adopt proactive strategies that extend beyond mere conditioning. It must transform shock waves in the marketing environment into opportunities through a proactive approach that helps the organization survive.

Second. Marketing chaos treatments: The issue of dealing with marketing chaos is one of the topics that require organizations to give it more attention to improve their marketing performance and achieve survival and continuity in the business world. Despite the scarcity of studies that dealt with the effects of chaos theory on the behavior of marketing systems, the treatment of marketing chaos reflects one of the organization's dynamic capabilities in analyzing and interacting with the surrounding or expected environmental changes and adapting marketing activities interactively or proactively to face conditions and variables in a way that enables it to exploit and anticipate marketing opportunities or face the threats and then achieve its objectives.

The (Abbas, 2022) model will be adopted for the current study. The researchers derived their fundamental justifications for adopting the model from the comprehensiveness of the model for the elements that are the most effective and the remarkable ability to deal with chaos and the compatibility of its dimensions with the field of current research represented by telecommunications companies, which has already been tested in Iraqi environments. The following is a presentation of the dimensions of addressing marketing chaos:

1. Flexible organizational structure: The organizational structure is defined as the structure that forms a basis that allows work teams to focus on work and makes organizations able to keep pace with environmental changes, as it provides structural flexibility to adapt to the changing and complex environment (Al-Baghdadi and Al-Jubouri, 2013, p. 23). One of its most important characteristics is flexibility, which means the ability of the structure to absorb organizational changes and deal with them continuously according to the variables that the organization is exposed to, whether

external or internal, where the dynamism of the organization is of importance, and its energy is mainly related to the flexibility of the structure and the rapid adaptation to the movement of competitors. "Flexibility" is defined as the feature that allows the organization to prepare for the possibilities of change and to prepare for the various changes that may occur in the markets and interact with them (Radomska, 2015, p. 19). This dimension took an essential place in organizational thought related to management, and it is still of interest by many researchers and consultants, as it is a fundamental variable that has an impact on several organizational variables in organizations (Al Abro, 2016, p. 38).

2. Creativity: Amid the chaos, innovation gained a significant role due to increased competition in the markets, and many researchers linked the continuity and success of institutions through their ability to create innovative ideas and then transform them into services and products to be presented to the market. The increasing reliance on innovation is an essential source that secures a competitive advantage for many companies. It thus helps mainly to the success of institutions in the shadow of chaos. It was found that innovation works to cover two basic concepts. The first is to strengthen and improve existing ideas without being reconsidered, while "Schumpeter" saw that what is new is based on the ruins of what is being destroyed from the old (Najm, 2003, p. 78).

As for "creativity" in marketing, it is defined as searching and exploring new ideas to find many views without limits or conditions and by relying on various sources. Dinnen described it as a process similar to scientific research that helps individuals to sense and realize problems, identify weaknesses, search for solutions to these problems, and predict them (Dineen, 2015, p. 123). It is related to information technology and technology that helps integrate and exchange knowledge and its use in creating added value for the organization. And depending on organizations' innovation and creativity strategies, they can achieve progress in competition within the labor market (Al-Banna, 2010, p. 89).

3. Diversification: It is a strategy that represents the establishment's entry into new markets through new production lines (Frijhoh, 2009, p. 98). Therefore, the diversification strategy must have sufficient flexibility because strategic flexibility enables organizations to add a specific activity or abandon another action in the field of current business to meet the needs and desires of customers and increase market share. Therefore the need for strategic compatibility between new products (goods and services) and the current ones, as this compatibility helps to benefit from the integration between new and existing businesses or products, which enhances the positive results of organizations (Metwally, 2020, p. 303). This strategy often adopts the diversification of risks, confronting the arrival of some products to the stage of maturity, and achieving cash flows that exceed investment needs, in addition to the management's desire to achieve growth rates in its new field and its possession of creative capabilities that can be invested in profitable areas (Mahdi, 2012, p. 5).

4. Strategic competition: Strategic competition is defined as comprehensive, long-term plans that seek harmony and compatibility between the competition environment and the ability of management to achieve goals. (Al-Hakim and Majthab, 2019, p. 46) indicated that strategic competition is represented in the efforts made, the measures taken, the new and developmental innovations, the increasing pressures, and all activities in the field of administration, marketing and production practiced by companies to obtain the largest segment of customers and expand the geographical area in the markets in which they operate. Competitiveness also represents the meaning of struggle, overcoming, desire and distinction from others, whereas strategic competition means an effective and successful way to face future challenges and crises.

Strategic competition plays a role in efforts to urge competitors to accept practices that change the relative cost and aims to try to achieve a kind of distinction over competitors, which prompted business organizations to search for non-traditional management

strategies and philosophies to meet new challenges and rapid developments and gain immediate response to increasing market share in a highly competitive market (Krogh & Geilinger, 2019, p. 44).

The third topic: The field aspect of the research

The first section: Description and diagnosis of research dimensions and variables

Through this section, the researchers provided a descriptive analysis of the study sample's responses to the questionnaire items by determining the arithmetic mean and standard deviation for each statement, determining its relative importance indicators, and arranging them within the dimension to which they belong, according to the following: First. Description and diagnosis of strategic physiognomy: The independent variable in the questionnaire (strategic physiognomy) includes four sub-dimensions, where the researchers extracted the arithmetic mean, standard deviation, and relative importance, and the results were as shown in Table No. (3):

Table (3) Results of the study sample's responses to the strategic physiognomy by its dimensions

Importance index	Importance ranking	Relative importance	Standard deviation	Arithmetic mean	Dimensions	
High	3	71.8%	0.499	3.591	Empowerment	1
High	2	74.4%	0.500	3.721	Inspiration	2
High	1	74.6%	0.731	3.730	Deep understanding	3
High	-	73.6%	0.395	3.681	Strategic physiognomy as a whole	

Source: Prepared by the two researchers based on the outputs of the program (SPSS V.21).

We note from the results of Table (3) that the level of strategic physiognomy practice, from the point of view of respondents in companies, was of high importance, with a general arithmetic mean of (3.681) at a relative importance of (73.6%). What confirms this result is the value of the standard deviation as a whole, which amounted to (0.395), which indicates a low dispersion in the answers of the sample members. As for the sub-dimensions, we notice that the deep understanding dimension came first with relative importance (74.6%), followed by the inspiration dimension with relative importance (74.4%). Finally came the empowerment dimension with relative importance (71.8%).

Second. Description and diagnosis of marketing chaos treatments: The dependent variable in the questionnaire includes (marketing chaos treatments) on two sub-dimensions, where the researchers extracted the arithmetic mean, standard deviation, coefficient of difference, and relative importance, and the results were as shown in Table No. (4):

Table (4) Results of the study sample's responses to the dimensions of marketing chaos treatments

Importance index	Importance ranking	Relative importance	Standard deviation	Arithmetic mean	Dimensions	
High	4	72.5%	0.568	3.626	Flexible organizational structure	1
High	3	72.8%	0.548	3.641	Creativity	2

High	2	73.2%	0.554	3.661	Diversity	3
High	1	74.5%	0.511	3.725	Strategic competition	4
High	-	73.2%	0.532	3.663	Treatments of marketing chaos as a whole	

Source: Prepared by the two researchers based on the outputs of the program (SPSS V.21).

We note from the results of Table (4) that the level of marketing chaos treatment from the viewpoint of the respondents in the companies came with a high level of importance, with a general arithmetic mean of (3.663) at a relative importance of (73.2%). What confirms this result is the value of the standard deviation as a whole amounted to (0.532), which indicates the low dispersion in the answers of the sample members. But at the level of the sub-dimensions, we note that the strategic competition dimension came first at relative importance (74.5%), followed by the diversity dimension at relative importance (73.2%), followed by creativity at relative importance of (72.8%). Finally, the flexible organizational structure came at relative importance (72.5%).

Section Two: Testing the relationships contained in the research outline

First: Analyzing the correlations between the research variables: This part deals with testing the validity of the first central hypothesis, which indicates (the existence of a significant correlation between strategic physiognomy in terms of its dimensions and the treatment of marketing chaos in the surveyed companies at the macro level and the sub-dimensions level). Pearson's Correlation coefficient is used to indicate the strength and direction of the relationship between variables, and the results are as follows:

1. The correlation between strategic physiognomy and treatment of marketing chaos at the macro level: The results indicate that there is a significant correlation between strategic physiognomy and the treatment of marketing chaos at the macro level, as we can see from the results of the Table (4), as the value of the correlation coefficient was (0.680) at the level of statistical significance less than the significance correlation (0.05), which is a positive value that indicates the strength of the relationship between the two variables.

2. The correlation between strategic physiognomy and treatment of marketing chaos at the level of sub-dimensions: The results indicate a significant correlation between the dimensions of strategic physiognomy and the treatment of strategic chaos in the companies under study. The value of the correlation coefficient was arranged according to the strength of the association of the dimensions (empowerment; deep understanding; inspiration), as the value of the correlation coefficient was (0.898), (0.303) and (0.273), respectively; It is statistically significant at a significant level less than (0.05); The positive value indicates the direct relation between the variables, that is, the greater the interest and practice of the administrative leadership in the dimensions of strategic physiognomy, the more it leads to a higher ability to deal with the marketing chaos of the companies under study. They are strong and acceptable correlation coefficients, and therefore the second central hypothesis is accepted in the form of proof, which states: There is a significant correlation between the strategic physiognomy in terms of its dimensions and the treatment of marketing chaos in the surveyed companies at the macro level and the sub-dimensions level.

Table (5) results of the association between strategic physiognomy and its dimensions and treatment of marketing chaos

At the macro level	Strategic physiognomy			Explanatory variable	
	Deep understanding	Inspiration	Empowerment	Responding variable	
0.631**	0.290**	0.181*	0.893**	Flexible organizational structure	Treatments of marketing chaos
0.620**	0.223*	0.261**	0.885**	Creativity	
0.680**	0.284**	0.294**	0.906**	Diversity	
0.727**	0.393*	0.338**	0.814**	Strategic competition	

Source: prepared by the researchers based on the outputs of (SPSS). (**) The relationship is significant at the level (0.05).

Second. Analysis of the effect relationships between the research variables: A simple linear regression test was used based on the content of the second central hypothesis, which indicates a significant effect of strategic physiognomy on the macro and sub-dimensions.

As results are shown in the following Table (6):

Table (6) Indicators and results of the effect relationship of strategic physiognomy on the macro and sub-dimensions in addressing marketing chaos

Treatments of marketing chaos						Responding variable
						Explanatory variable
P* Statistical significance	T The calculated	F The calculated	R ²	B ₁	B ₀	At sub-dimensions level
0.000	22.214*	493.466*	0.807	0.898	0.958	Empowerment
0.003	3.086*	9.526*	0.075	0.273	0.290	Inspiration
0.001	3.455*	11.936*	0.092	0.303	0.221	Deep understanding
0.000	10.079*	101.595*	0.463	0.680	0.915	At the macro level
*P ≤ 0.05	Tabular T (1.984)		Tabular F (3.94)	df (1,118)		N=120

Source: prepared by the researchers based on the outputs of the (SPSS) program.

We note from the results of Table (6):

1. At the macro level: The results indicate that there is a significant influence relationship of strategic physiognomy in addressing the marketing chaos in the companies under study, as the total of what the strategic physiognomy interprets entirely according to the value of (R²) has reached about (46.3%). In comparison (53.7%) of the prevailing changes in marketing chaos treatments are due to other factors that cannot be controlled or were not included in the regression model. These results support the value of the regression coefficient (B₁) of (0.680), which indicates that administrative leaders' practice of strategic physiognomy increases by one unit. Their marketing chaos will

increase by (0.680). What confirms that result according to the calculated (T) value of (10.079), which is greater than its tabular value of (1.984) under a significant level (0.05). What confirms the significance of the decline according to the calculated (F) value that amounted to (101.595), which is greater than its tabular value (3.94) at two degrees of freedom (1,118) and within a significant level (0.05). These results show the importance of the dimensions of strategic physiognomy for managers in the Iraqi telecommunications companies under study because of their apparent effect on enhancing marketing chaos treatments.

2. At the level of sub-dimensions: The results indicate that there is a significant effect relationship for all dimensions of strategic physiognomy in addressing the marketing chaos under study, as the sum of what this dimension explains according to the value of (R2) has reached as follows in order according to the explanatory power of the dimensions (empowerment; deep understanding; inspiration). (80.7%; 9.2%; 7.5%), respectively. Among the changes that occurred in the treatment of marketing chaos are due to the indicators or factors of the managers' practice in the companies under study of the characteristics of strategic physiognomy, and this is supported by the value of the regression coefficient ((B1) for the dimensions (empowerment; deep understanding; inspiration) of (0.898; 0.303; 0.273), respectively. These values indicate that with the increase in the practice of the dimensions of strategic physiognomy by one unit, the variable of dealing with marketing chaos will increase by ((0.898; 0.303; 0.273) units, respectively, for all dimensions, which are significant according to the value of (T) calculated (22.214; 3.455; 3.086), respectively, which is greater than the tabular value of (1,984) under a significant level (0.05). The previous results confirm the significance of the regression model according to the calculated (F) value, whose value amounted to (493.466; 11.936; 9.526), respectively, which is greater than the tabular value (3.94) at two degrees of freedom (1,118) and within a significant level (0.05). These results show the role of strategic physiognomy dimensions for managers in the companies under study, which would enhance the ability to deal with the marketing chaos of the companies. Thus, the second central hypothesis is accepted in the form of proof, which states: There is a significant effect of the strategic physiognomy of the managers of the surveyed companies in terms of its dimensions in dealing with marketing chaos at the macro level and the sub-dimensions level.

The fourth topic: Conclusions and recommendations

First: conclusions

1. The results of the descriptive analysis showed that the realization of the respondents about the strategic physiognomy enjoyed by the managers in the study sample companies had a high level of importance for the variable as a whole, as well as for the sub-dimensions. This result explains that the management of companies seeks to provide managers with skills that enable them to solve various problems, apply their strategies clearly within the organization, and realize the truth that allows them to think deeply to solve the issues facing their organization.

2. The results of the descriptive analysis of the study showed that the respondents believe that the marketing chaos solutions practiced by the management of the companies under investigation came with a high level of relative importance for the variable and the sub-dimensions that make up this dependent variable. The study explains that the management of companies is characterized by a flexible organizational structure and the search for creativity through investing knowledge to reach diversity through innovative ideas and competition with similar companies.

3. There is a significant correlation between the dimensions of strategic physiognomy and marketing chaos treatments in the surveyed companies, which is a strong positive

correlation. At the sub-dimension level, the highest correlation was between (empowerment and marketing chaos treatments). These results explain that the more the companies' management cares about the knowledge flow and shares it with employees to increase knowledge comprehensively and consider communication and interaction with them, the more this leads to enhancing the treatment of the marketing chaos of the Iraqi telecommunications companies.

4. There is a significant effect of strategic physiognomy in terms of (empowerment, inspiration, and deep understanding) in addressing the marketing chaos in the surveyed companies, where the explanatory power explained what amounted to (46.3%) of the changes that occurred in the marketing chaos solutions in the companies. The dimension (empowerment) had the highest explanatory power compared to the sub-dimensions of strategic physiognomy. Therefore, administrative leaders are keen to understand the cognitive aspects through a deep understanding of the patterns followed in the functioning of functional activities and the effect on employees that are based on the empowerment followed by leaders that would contribute to enhancing the treatment of marketing chaos in the surveyed companies.

Second: Recommendations

A. Determine the needs and desires of workers well by focusing on adopting various ways and methods for better progress and creativity.

B. Directing corporate management towards the importance of empowering employees to work due to its apparent effect in dealing with marketing chaos and allowing its qualified members to participate in decision-making.

C. The company's management is keen to conduct research and studies in developing the services provided to improve its activities and invest in diversifying services to gain the trust of specific categories of customers.

D. Corporate management must prepare flexible plans to face changes in the company's work environment.

E. Increasing the keenness of corporate management to provide a package of services according to a variety of products to existing and potential customers at lower prices.

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