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The Role of Organizational Culture in Improving the Performance of Company Marketing Strategy

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Abstract

This study aims to analyze the role of organizational culture in improving the performance of corporate marketing strategies. In an increasingly competitive business environment, companies are required to implement effective and innovative marketing strategies supported by a strong organizational culture. Organizational culture plays a crucial role in shaping values, norms, and work behaviors that enhance marketing performance. This research employs a qualitative approach using a literature review method. Data were collected from secondary sources such as academic journals, books, and other relevant publications. The analysis was conducted using descriptive and comparative techniques to examine the relationships between organizational culture, innovation, and marketing strategy performance. The findings indicate that organizational culture plays a significant role in improving marketing strategy performance, both directly and indirectly through innovation as a mediating variable. A culture that supports creativity, collaboration, and market orientation encourages sustainable innovation. The study concludes that a strong and adaptive organizational culture can enhance marketing effectiveness and improve a company's competitive advantage.

INTRODUCTION

Background

The increasingly competitive business world requires companies to have effective marketing strategies in facing market competition. In such intense competition, companies are required to attract and retain customers through appropriate marketing strategies. Marketing strategy is one of the most important factors in determining business success because a well-designed strategy can increase consumer interest and expand market share (Rahmah et al., 2025).

In practice, marketing strategy is not only focused on product sales but also includes various activities such as promotion, distribution, and effective marketing communication. One form of marketing strategy that is currently developing is online promotion using digital media such as Facebook and Instagram. Online promotion has been proven to have a positive and significant effect on increasing the number of customers, making it an important strategy in improving company marketing performance (Surianti et al., 2024).

In addition, marketing success is also influenced by how companies manage their distribution and product marketing systems. Effective marketing requires good management so that products can reach consumers with optimal value. Research shows that proper marketing management can increase product value and provide broader business development opportunities (Rahmah, 2019).

On the other hand, to support the success of marketing strategies, companies need strong internal factors, one of which is organizational culture. Organizational culture plays a role in shaping employee behavior, improving teamwork, and encouraging innovation within the organization. Innovation is an important factor in creating more creative and adaptive marketing strategies in response to market changes. With a culture that supports innovation, companies are better able to compete and improve marketing performance.

However, although marketing strategies and promotions have been proven to influence customer growth and satisfaction, there are still differences in research findings regarding factors affecting marketing performance, particularly those related to the role of organizational culture and innovation. Therefore, further studies are needed to understand how organizational culture can contribute to improving marketing strategy performance, both directly and through innovation as a mediating variable.

Based on this background, this study focuses on analyzing the role of organizational culture in improving company marketing strategy performance and examining the role of innovation in strengthening this relationship. This research is expected to contribute to management science development and provide practical benefits for companies in improving marketing strategy effectiveness and competitiveness in the market.

LITERATURE REVIEW

Marketing strategy is one of the important factors in determining business success in achieving business goals. Marketing strategy includes various activities such as product planning, pricing, distribution, and promotion aimed at fulfilling consumer needs. The implementation of appropriate marketing strategies can improve company competitiveness and attract consumer interest. Previous research shows that marketing strategy has an influence on customer satisfaction, making it an important factor in improving marketing success (Rahmah et al., 2025).

In its implementation, marketing strategy is closely related to the marketing mix concept, which consists of product, price, place, and promotion. These four elements are tools used by companies to influence consumer purchasing decisions. A proper combination of the marketing mix can increase product value and customer satisfaction. This shows that marketing success largely depends on the company's ability to manage marketing strategies effectively.

One important component of marketing strategy is promotion. Promotion functions as a communication tool between companies and consumers to convey information about products or services. Along with technological development, promotion is no longer limited to conventional methods but also includes digital or online promotion. Research shows that online promotion has a positive and significant effect on increasing the number of customers, making it an effective strategy in improving company marketing performance (Surianti et al., 2024).

In addition to promotion, distribution systems are also an important factor in marketing success. Good distribution ensures that products reach consumers with optimal value. Research shows that good marketing management, including distribution systems, can increase product value and provide broader business development opportunities (Rahmah, 2019). This indicates that marketing strategy is not only focused on promotion but also includes effective distribution management.

On the other hand, the success of marketing strategies is also influenced by internal company factors, one of which is organizational culture. Organizational culture refers to the values, norms, and habits shared by members of an organization in carrying out work activities. A strong organizational culture can create a conducive work environment, improve teamwork, and encourage creativity and innovation. Innovation is an important factor in developing more effective and adaptive marketing strategies in response to market changes.

Innovation in marketing can include product development, the use of digital technology, and creative promotional strategies. Companies that are able to innovate will more easily attract consumer attention and improve their competitiveness in the market. Therefore, an organizational culture that supports innovation will have a positive impact on marketing performance.

Marketing performance is an indicator of a company's success in implementing its marketing strategy. It can be measured through increased sales, number of customers, and customer satisfaction levels. Based on previous studies, marketing strategies have been proven to influence customer satisfaction and increase the number of customers, indicating their important role in improving marketing performance (Rahmah et al., 2025; Surianti et al., 2024).

However, marketing success is not only determined by external factors such as promotion and distribution but also by internal factors such as organizational culture and innovation. Previous studies show that effective marketing management can increase product value and support business development (Rahmah, 2019). Therefore, integration between marketing strategy, organizational culture, and innovation is needed to achieve optimal marketing performance.

Thus, it can be concluded that marketing strategy, promotion, distribution, organizational culture, and innovation are interrelated factors in improving company marketing performance. This study focuses on the role of organizational culture in improving marketing strategy performance by considering innovation as a supporting factor in strengthening this relationship.

RESEARCH METHOD

This study uses a qualitative approach with a literature review method (literature review) aimed at analyzing the role of organizational culture in improving company marketing strategy performance. This approach was chosen because the study does not use primary data from the field, but instead examines various previous research findings relevant to the research topic.

The data source used in this study is secondary data obtained from various scientific literature, such as journal articles, reference books, and other academic publications related to marketing strategy, organizational culture, innovation, and marketing performance. The literature used in this study is selected based on its relevance to the research topic and its high credibility, so that it can support the analysis conducted.

The data collection technique is carried out through document study by identifying, collecting, and reviewing various relevant literature sources. This process is conducted by reading and understanding the content of each source to obtain information related to the research variables, namely organizational culture, innovation, and marketing strategy performance.

The data analysis technique used in this study is qualitative analysis with a descriptive and comparative approach. Descriptive analysis is conducted by systematically explaining concepts and theories related to the research variables, while comparative analysis is conducted by comparing previous research findings to identify patterns of relationships between the variables studied. Furthermore, a literature synthesis is carried out to draw conclusions regarding the role of organizational culture in improving marketing strategy performance.

Through this method, the study is expected to provide a more comprehensive understanding of the relationship between organizational culture, innovation, and marketing strategy performance, as well as contribute conceptually to the development of management science, particularly in the field of marketing management.

RESULTS AND DISCUSSION

Based on the results of the literature review, it is found that marketing strategy plays a very important role in determining a company's success in improving marketing performance. A properly designed marketing strategy helps companies understand consumer needs, increase purchase intention, and create customer satisfaction. This is in line with previous research which shows that marketing strategy has a significant effect on customer satisfaction, making it an important indicator in evaluating marketing success (Rahmah et al., 2025).

An effective marketing strategy does not only focus on increasing sales, but also on how companies can build long-term relationships with customers. A good relationship between companies and customers will increase customer loyalty and strengthen the company's position in the market. In this context, the implementation of appropriate marketing strategies has a positive impact on increasing the number of customers and ensuring business sustainability.

In addition, promotion as part of the marketing strategy plays a very important role in attracting consumer attention. The development of information technology has encouraged companies to utilize digital media as a more effective promotional tool. Online promotion through digital platforms has been proven to reach a wider audience more efficiently. Research shows that online promotion has a positive and significant effect on increasing the number of customers, making it an effective strategy in improving company marketing performance (Surianti et al., 2024).

On the other hand, the success of marketing strategy is also highly influenced by the distribution system implemented by the company. An effective distribution system ensures that products reach consumers on time and in good condition. Proper distribution management can also increase product value and make it easier for consumers to obtain the desired products. This is supported by research showing that good marketing management can increase product value and expand business development opportunities (Rahmah, 2019).

However, marketing strategy success is not only determined by external factors such as promotion and distribution, but also by internal company factors. One of the important internal factors is organizational culture. Organizational culture refers to the values, norms, and habits that shape employee behavior within an organization. A strong organizational culture can create a conducive work environment, improve teamwork, and encourage employee engagement in achieving organizational goals.

Organizational culture also plays an important role in fostering innovation within the company. Innovation refers to the company's ability to create new ideas, products, or strategies that add value. In marketing, innovation can take the form of product development, digital technology utilization, or more creative promotional strategies. Companies with an innovation-supportive culture are better able to adapt to market changes and meet evolving consumer needs.

Furthermore, innovation can strengthen the relationship between marketing strategy and marketing performance. Companies that integrate innovation into their marketing strategies are more likely to achieve competitive advantage. This shows that innovation is not only a supporting element but also an essential factor in improving the effectiveness of marketing strategy.

Based on the literature review, it can be concluded that marketing strategy, promotion, and distribution are the main factors in improving marketing performance. However, internal factors such as organizational culture and innovation also play an equally important role in supporting marketing success. Marketing strategies supported by a strong organizational culture and innovation can produce more optimal marketing performance.

Thus, this discussion shows that the success of marketing strategy performance is the result of integration between external and internal company factors. Companies should not only focus on developing marketing strategies but also build an organizational culture that supports innovation and enhances adaptability to market changes. Therefore, companies that manage organizational culture and innovation effectively will have stronger competitive advantages and be able to survive in increasingly competitive business environments.

CONCLUSIONS AND SUGGESTION

Based on the literature review, it can be concluded that marketing strategy plays a very important role in improving company marketing performance. A well-designed marketing strategy can increase customer satisfaction, number of customers, and overall business success. This is consistent with findings that show marketing strategy significantly affects customer satisfaction as a key indicator of marketing performance (Rahmah et al., 2025). In addition, the use of online promotion as part of marketing strategy has also been proven to significantly increase the number of customers, making it an important factor in improving marketing effectiveness (Surianti et al., 2024).

On the other hand, marketing strategy success is influenced not only by external factors such as promotion and distribution, but also by internal company factors, namely organizational culture. A strong organizational culture can create a conducive work environment, improve teamwork, and encourage employee involvement in achieving organizational goals. Organizational culture also plays a role in fostering innovation, which is an important factor in improving marketing strategy effectiveness. Innovation enables companies to develop more creative, adaptive, and market-oriented marketing strategies.

Furthermore, innovation acts as a reinforcing factor in the relationship between organizational culture and marketing performance. Companies that are able to integrate innovation into their marketing strategies can more easily achieve competitive advantage and improve market competitiveness. In addition, good marketing management, including distribution aspects, has also been proven to increase product value and support business development (Rahmah, 2019).

Based on these findings, it is recommended that companies pay more attention to developing integrated marketing strategies by utilizing digital technology, especially in online promotion activities, to expand market reach and increase customer numbers. Companies should also build an organizational culture that supports creativity, teamwork, and innovation to improve marketing performance sustainably. Furthermore, companies need to manage distribution systems effectively so that products reach consumers with optimal value.

For future researchers, it is recommended to expand the study by adding other relevant variables such as customer satisfaction, customer loyalty, and the use of digital marketing technology. Future research may also use empirical approaches with field data to obtain more in-depth and comprehensive results regarding the relationship between organizational culture, innovation, and marketing strategy performance.

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