



## STRATEGIC EXCELLENCE OF IRAQI PLANNING INSTITUTIONS (CASE STUDY)

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Article history:		Abstract:
<b>Received:</b>	6 <sup>th</sup> March 2024	The aim of the research is to measure indicators Strategic superiority represented by (efficiency, quality of work, innovation and creativity, distinguished services, employee skills, adaptation and flexibility) and a statement of the level of response of the respondents to the researched variable and the degree of arrangement of its dimensions according to priority and importance, as well as a statement of the moral hypotheses regarding the response of the sample studied according to personal variables (age, academic qualification). (number of years of service in the current position). research adopted the descriptive analytical method in interpreting and analyzing the data , and the questionnaire was used as the main tool for research in collecting data. For the purpose of achieving the objectives of the research and answering its questions, ( 45 ) questionnaires were distributed to workers in the Salah al-Din Planning Directorate using the comprehensive inventory method . Refund all The questionnaires were distributed to the research community and the data were analyzed through the statistical program ( SPSS Ver25 ) for data analysis. The research reached a set of results, the most important of which is that distinguished service and employee skills are the basis for achieving strategic excellence in the organization under investigation , followed by creativity. Innovation, then efficiency and quality of work. In light of these results, a set of recommendations and proposals were presented.
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**Keywords:** strategic superiority , quality of work, creativity and innovation, distinguished service, employee skills, adaptation and flexibility.

### THE INTRODUCTION

superiority , which can be considered a distinct intellectual product, has emerged with new standards to measure organizations' superiority and superiority in the long term, more compatible with the internal and external environments . In addition, strategic superiority is evidence of the ability of organizations to predict the internal and external problems they face and find appropriate solutions to them. Which keeps it strong in its field of work. It also expresses the capabilities of organizations to create value for shareholders through a group of factors that lead to achieving excellence and leadership and increasing the organization's ability to continuously learn in light of the goals it seeks to achieve. This concept did not appear randomly or as an intellectual luxury, but rather It was born from the ground in light of the crises that struck organizations and as a result of the major change in the organizational environment and advanced information technology.

The researched organization (Salah al-Din Planning Directorate) is one of the vital governmental organizations concerned with collecting statistical data to provide statistical indicators that cover all economic, social, environmental and demographic activities and make that data available to decision makers. It is primarily involved in developing strategic plans and policies, so the more accurate its outputs are, the better the decisions will be Taken by institutions and individuals who benefit from its services More accurate and efficient , thus reaching strategic goals and achieving



strategic superiority . To improve the services provided by public organizations to society, it is necessary to understand strategic superiority and its dimensions in order to reach positive results that will be represented by superiority and increased efficiency and effectiveness of the service provided.

**RESEARCH PAPER : METHODOLOGICAL FRAMEWORK**  
**FIRST: THE RESEARCH PROBLEM**

The search for appropriate means to increase the efficiency and effectiveness of organizations' services and improve the level of quality of their performance has become inevitable due to the technological development accompanying administrative development. Recently, organizations have begun to seek excellence and difference from others by searching for multiple methods and practices to reach excellence, and this excellence contributes in a way. Effective in the continuity of the organization and the efficiency and effectiveness of its services through specific indicator factors . Many organizations have tended to rethink the adoption of new strategic plans through which they can reach the main goals and achieve excellence in providing the services that communities and peoples aspire to. The organizations concerned in the field of planning have found their goal in adopting more efficient and advanced methods in the planning process, which is based on their philosophy. To adopt the trends that are most compatible with the current changes and developments that societies are experiencing, and then extrapolate the acquisition of information from various sources that give a broader vision and perception to the beneficiaries, and then make the most efficient and effective choices that contribute to achieving strategic superiority , and from here it is possible to refer to the research problem. By raising the following main question ( to what extent are indicators of strategic excellence available in the Salah al-Din Planning Directorate) ?

In general, the research attempts to answer the following questions:

1. What is the level of awareness of the reality of indicators? Strategic superiority and its importance to the researched organization?
2. What is the level of influence of indicators? Excellence in building strategic superiority in the researched organization ?
3. What is the level of convergence of the indicators of strategic excellence in the researched organization?

**Second: The importance of research**

The importance of the research lies in the importance of the dimensions of strategic superiority that it addressed, especially in the field of research represented by the Salah al-Din Planning Directorate, and the major role it plays in collecting and classifying industrial and agricultural statistical data and standard and population numbers to strengthen the database in the Ministry of Planning in general. The research sought to reveal the nature and size of The role played by the dimensions of strategic superiority represented in the quality of work, adaptation, flexibility, innovation, creativity, employee skills, and distinguished service in collecting data and in the plans and policies of the Planning Directorate under research. This research helps to reveal the advantages of strategic superiority for the organization under study and to identify the obstacles and difficulties that hinder achieving strategic superiority, which It is reflected in the quality of services provided and the efficiency of data in statistical work.

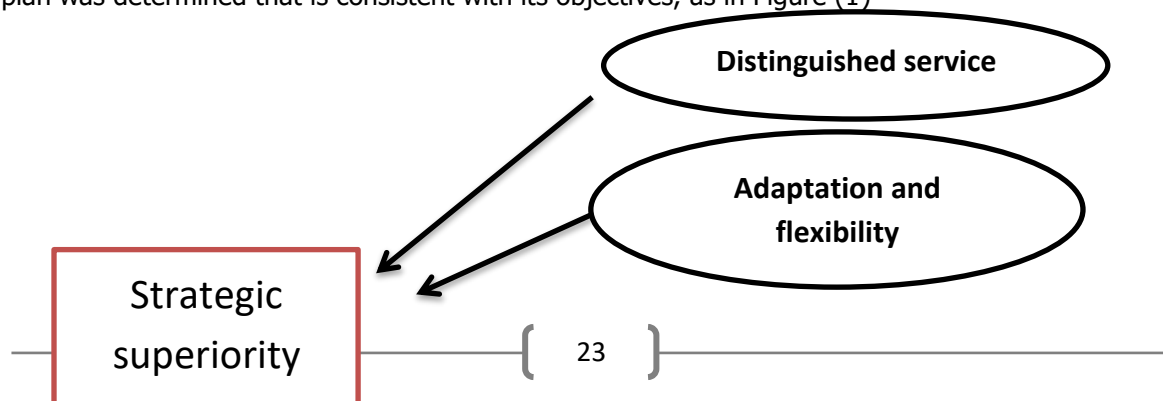
**Third: Research objectives**

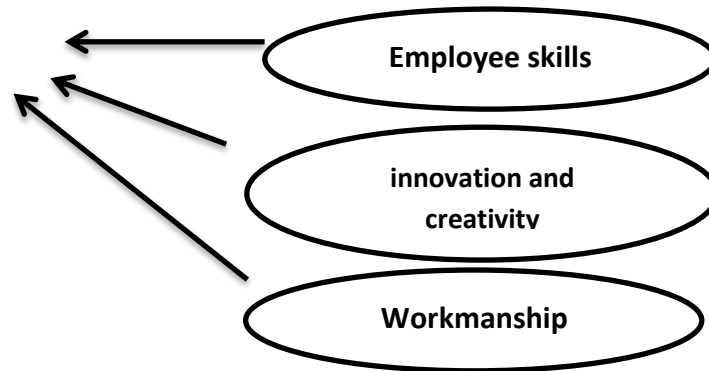
The main objective of this research is to define the reality of indicators of strategic superiority for the research community represented by the Salah al-Din Planning Directorate. The objectives of the research are summarized in answering the research questions according to the following Diagnosing the level of availability of indicators of strategic superiority in the researched organization

1. Explain the impact of indicators of strategic excellence in the organization under investigation in constructing the main variable?
2. What is the level of convergence of the indicators of strategic excellence in the researched organization?
3. Providing some proposals to the researched organization in light of the results reached.

**Fourth: Hypothetical research plan**

The research plan represents the foundation of the research and its path in determining its objectives. Therefore, a research plan was determined that is consistent with its objectives, as in Figure (1)





**Figure (1): Hypothetical research chart**

**Source: Prepared by researchers**

**Fifth: Research hypotheses**

The first main hypothesis : The extent of awareness of the availability of indicators of strategic superiority and their importance in the organization under investigation?

The second main hypothesis : The reality of the contribution of the adopted indicators to achieving strategic excellence in the organization under investigation?

The third main hypothesis : The extent to which the indicators of strategic superiority in the investigated organization converge?

**Sixth: Research methodology and philosophy**

will depend on the descriptive analytical approach , whereby the nature of the main variable of the research and its sub-indicators will be described by reviewing the literature of previous studies, and then surveying the opinions of the leaders of the directorate under investigation on the variables of the research through the questionnaire form that was used for the purpose of all data and from Then analyze it to reach the final results Seventh : The research community. and its sample

consisted of all the leaders of the Salah al-Din Planning Directorate and its affiliated divisions , numbering (45) directors, which at the same time represent the research community. The Salah al-Din Planning Directorate is one of the directorates affiliated with the Central Planning Organization, which was established in 1969 AD in the Iraqi Ministry of Planning. Salah al-Din Planning collects data, population, agricultural and industrial plans and index numbers to supplement the database in the Central Planning Agency, which contributes effectively to developing development plans.

**RESEARCH PAPER : THE THEORETICAL FRAMEWORK**

**FIRST: THE CONCEPT OF STRATEGIC SUPERIORITY**

Linguistically, excellence is defined as victory, achieving the goal, and achieving what is desired, which is ease in striving and achieving the goal, which is attracting attention, achievement, striving to achieve goals, and winning things. As for excellence in terminology, the meaning of excellence is related to the scope of achieving goals and the ability to make them a reality ( Al-Kaabi, 2021:282-283 ). Strategic superiority means the organization’s ability to direct its capabilities and strategic choices according to the determinants of its environment that most influence its activity and to achieve a balance between it and its internal resources to support long-term advantages ( Abdel-Al , 2021: 606 ). Business organizations of all kinds often seek to achieve strategic excellence through successful management and attention to human resources by motivating them, developing their performance, and achieving their mission, vision, and goals” (Al-Lafi and Al-Khashman, 2019: 56 ). There are those who point out that strategic superiority is represented by a commitment from senior management to innovation, activating the balance between technology and strategy, in addition to broad communication, the presence of a culture of learning organizations, developing the capabilities of individuals, and creating a creative climate that encourages innovation (Johnson & et al, 2008:505). . As it expresses It is about the ability of organizations to formulate clear, specific, and changeable strategies According to the surrounding environmental requirements and implementing them effectively in the presence of innovative leaders, a motivational culture, and creativity among employees Which produces customer satisfaction and ensures survival, growth, continuation, and distinction over competing organizations ( Mazhar, 2019: 29 ). Therefore, strategically successful organizations are those organizations that have the ability to generate and integrate knowledge from within and outside the organization to develop a new service or product and present it in a world of rapid environmental change, as



continuous change is necessary to excel and survive. (Scholes & et al, 2002:31) . It is represented by the capabilities that the organization possesses to make the best use of its internal capabilities to achieve goals and objectives by benefiting and learning from previous experiences and experiences and motivating them to confront... Failures and developing their internal capabilities and working to discover their effectiveness and efficiency to confront difficulties and develop the work environment to reach the set goals and achieve excellence ( Vayyavur, 2015:2).

Second: The importance of strategic excellence:

The importance of strategic superiority emerges in the ability to link business superiority with the growth of the organization's environment, meaning that the superiority of any organization's work depends on its growth in the external work environment and taking advantage of the growth opportunities available in various fields and developing strategies that help in doing so ( Kasimoglu, 2008: 395). ). The importance of this concept also lies in the ability of institutions to implement the proposed strategy to achieve the goals they are trying to implement by having a clearly defined vision of the environment and the future, in addition to the availability of an effective organizational culture and climate that leads to excellence at the strategic level (Salman , et al., 2021: 75) . Recent studies have proven the necessity of adopting modern systems to achieve superiority in organizations of all types of production and service ( Alhodaibi & Barakat, 2015:11 ). And it is considered Strategic superiority is an indicator of employees' performance and the ability to be creative in creating harmony between the organization's resources and its environment, in addition to identifying the organization's customers, achieving their desires, and satisfying their needs. It can be said that it is important for the following reasons ( Mezher, 2019: 29):

1. An indicator of the organization's ability to use its material, financial, human and information resources in a correct manner.
2. A way to confront competition in the organization's environment and indicates the organization's actual capabilities in adapting to its practical reality.
3. Indicator The organization's commitment to the principles of comprehensive quality systems.
4. The importance of strategic superiority can be summarized in a number of points (Hassan and Al-Sheikhly, 2020: 4)
  1. Creating an appropriate climate of trust and ethical behavior that eliminates the possibility of increased employee complaints against the organization.
  2. Enhancing the performance level of employees and harnessing their potential and abilities in a way that supports them in progress and development.
  3. Evaluating plans, policies and programs of human resources management because the results of the process help in judging the policies, plans and programs in terms of accuracy.
  4. Helping the organization establish specific standard performance ratios.

### **Third : Measures of strategic superiority:**

The process of measuring strategic superiority faces the challenges of lack of studies on the subject and its measurement indicators, and the shortcomings of most of these indicators because they do not fit the nature of the organizations or the goals of the parties concerned, or because the organization is unable to determine the source of the information that is used for measurement purposes (Hatem and Ali, 2014: 263)

Standards of strategic excellence can also be defined as: "those standards that are believed to show the impact of actions, and they may be quantitative or perceptual standards that can be measured in a specific way so that they reflect the purpose and mission of the organization and indicate the importance of standards as they provide feedback on basic assumptions and rules in a manner consistent with current observations." Or that need to make radical changes, and setting standards creates a common language and common thinking among the work group. What can be measured can be accomplished ( Pares, 2000:4-5 )

#### 1- Quality of work

Due to the importance of quality, it has extended to include all aspects of the organization's work, including the technical and administrative aspects, as the organization exercises a set of tasks to achieve its goals, which requires providing quality in those works and tasks (Al-Azzawi Al-Jarjari , 21-22:2010 ). Quality is a vital process related to services, processes, products, those working on them, and the work environment, and it aims to conform to or exceed the expectations of its components (Hamoud and Al-Sheikh, 2010: 22 ). The quality of work is a set of administrative patterns and procedures that all departments in the organization must support in order to achieve their goals by satisfying customers. The quality of work also explains the distinctive qualities and characteristics that must be present in the work elements in a way that achieves their compatibility with the purpose for which they were found. His term ( Al-Azzawi and Al-Jarjari , 22:2010). The researchers also identified steps to achieve quality in the work of organizations that provide public service, which are as follows (Hafiz and Muthanna, 2016: 131:(

- a. Showing positive attitudes to the beneficiary of the service, as arousing the interest of the beneficiary of the service through the positive attitudes that it expresses is considered an introduction to the quality of the organization's





work and an important basis for excellence in achieving the satisfaction of the beneficiary of the service and gaining his loyalty. Among these attitudes are the employees' concern for their appearance and listening and focusing on the needs of the beneficiary of the service.

- b. Determine the needs of the beneficiary of the service, as the beneficiary of the service must feel welcome and that his request is important to those working in the organization and the need to receive advice and assistance and explain the service procedures carefully and calmly.
- c. Working to provide the needs of the beneficiary of the service. This is accomplished by providing the service over an appropriate period of time and in an appropriate place, and that the service provider in the organization obtains the appropriate training, knowledge, and skills.
- d. Ensuring the continuity of service beneficiaries in dealing with the organization by paying attention to their complaints, by listening to their complaints, explaining the measures that will be taken to address these complaints, and conducting continuous surveys of the opinions of service beneficiaries about the level of quality of work in the organization.

## **2- Employee skills**

The skills of employees constitute the largest part of the main competencies of successful organizations, so they are keen to develop them, and this is evident in the low turnover rates of their workforce. As for failed organizations, they are characterized by the flight of those with skills from them to successful organizations. Those with qualifications are the real wealth for organizations ( Fayrouz, 2018: 315 ). Skill can be defined as the ability to translate knowledge into efficient action, as skill reflects knowledge acquired through actions, and its development is an essential part of developing human resources. It refers to a group of specialized activities to use and develop employees optimally in order to achieve the organization's mission and improve the performance of employees, and there are those who look at it. It is a behavior or situation adopted by the organization to increase the efficiency of its members and the potential for development, and in consistency with the above definitions, the importance acquired by the method of developing employees' skills is evident in the following ( Boutaa , and Salmi, 2018: 177-178:(

- a. The ability to achieve employment as it enables employees to raise their competencies and improve their performance.
- b. Increasing workers' knowledge and acquiring new skills with the aim of protecting them from social risks.
- c. Raising the organization's performance and enhancing its competitiveness.
- d. Attempts to understand the concept of skill have also resulted in many methods that tend to divide skills into four basic methods. The first method indicates that the skill is divided into three organizational, technical, human, and intellectual aspects. The second method distinguishes two types of skill, which are basic skills and distinctive skills. According to the third method, The skills are divided into individual skills and group skills, while the fourth method defines the skill with skills related to speaking , skills related to editing, and training workers in administrative writing (Idris, and Muwaiza , 2021: 58-59.

## **3- Adaptation and flexibility**

According to the transformation of the nature of competition in this century, it has made it difficult to avoid working without a clear strategy that directs the organization's work towards adapting and responding to change. The organization may be forced to change its strategic directions at work to continue competing in a rapidly changing environment that requires flexibility and adaptation to those changes ( Abdel-Al, 2021: 611).

Adaptation can be defined as the ability of organizations to anticipate the problems in their internal and external environment that they will face in the future and to determine appropriate ways to control them as much as possible ( Al-Halalma , and Al-Azzawi, 2009: 23 ). In addition, adaptation indicates that the organization faces many situations during its survival that require taking the necessary decisions to create the required balance and achieve stability and continuity. On this basis, it must adopt a forecasting pattern for the changes it faces in its environment, as it is an important measure in order to contain the changes in its external environment ( Somaya, 40:2013).

The researchers pointed out that flexibility is the ability of plans based on recognizing changes, data and situations and the possibility of them occurring without implementing radical changes in them. This refers to the ability to make changes to confront developments without organizations incurring clear additional expenses and requires setting precautions that make plans more flexible with sudden and potential changes. Al-Shamaa , Hammoud, 2007: 412-413 ). The concept of flexibility can also be defined as the organization's ability to understand changes in the environment and choose the appropriate strategic scenario and maneuver with it to preserve its resources and exploit them at the appropriate time to reach the excellence it aims to achieve and ensure survival, growth and excellence. Flexibility has two basic dimensions: (Yassin and Danuk, 2018: 221).

- a. Flexibility of skills: It is considered one of the most important dimensions of flexibility, as it indicates that the organization's employees possess the necessary capabilities to respond to future requirements and developments that the organization needs to achieve its operations easily and with maximum speed.



- b. Flexibility of activities: It is a dimension of strategic flexibility, which shows the ability of organizations to adapt their work across their various organizational levels to keep pace with change in their work environment and thus maintain their position and continuity.

#### **4- Innovation and creativity**

Innovation and creativity represent the beating heart of the contemporary organization, and they are the motivation for organizations to improve, from which they hope to achieve excellence. This is because innovation and creativity are among the activities that aim to transform from one situation to another and to a better situation, and we should not wait for external environmental changes in order to carry out these activities, but rather we must Anticipating it by developing the forecasting feature of organizations' departments, which indicates acceptance of innovation, which is one of the characteristics of distinguished organizations ( Gharbi, 2015: 26 ). Successful organizations practice innovation and present their initiatives in their work environment to outperform their competitors, while failed organizations cling to providing the same usual services without development, which delays them from their competitors ( Al-Halalma and Al-Azzawi, 2009: 25). In addition, the possibility of creating value is the essence of superiority to competition in organizations, and achieving creative value transforms the organization from a specific field of work to a broad field through which it increases value for the customer through the unique characteristics of the service. This requires the organization to innovate and continuously learn, in addition to developing creative capabilities to be a breakthrough. Towards strategic superiority ( Al-Fayyad, 2011: 107.)

The researchers pointed out that creativity is a group or combination of abilities, aptitudes, and personal characteristics that, if provided with an ideal environment, can advance mental processes to lead to new results that are beneficial to the individual, the organization, and society ( Muslim, 2015:19 ). Creativity also often appears from a smart idea that encourages making significant improvements in work methods or strategies and constantly reconsidering them to ensure quality in performance. Creativity also expresses a unique characteristic found in humans, and since organizations are a reflection of their workers and represent them, creativity is what distinguishes between organizations. We can summarize the importance of creativity as follows (Al-Taie and Naji, 2015: 60)

- a. Enhancing the ability of organizations to face unexpected challenges in the present and future.
- b. better services due to environmental changes and changes in values and trends.
- c. Creativity enhances the organization's progress and its ability to adapt to changes and increase the flexibility of its technical and administrative operations, in addition to the new knowledge it acquires or the development of existing knowledge from all technical, scientific and social aspects.

#### **5- Distinguished service**

All organizations, whether public or private, seek excellence in providing services to the beneficiaries of their services in order to remain the best among the best. They develop their services and introduce advanced technologies, and enhance this through the expertise of employees and encouraging their human resources to keep pace with the changes surrounding them by introducing new systems to their departments, which drives The organization towards excellence in its services in addition to advancement and progress (Ayoub, 2015: 40). The service is defined as the activity or work that the beneficiary earns from the employees of the organization and the places in which it is provided, and the level of satisfaction of the beneficiary's need for the service depends on the performance, the workers, and the places where the service is received due to the intangibility of this work or activity (Darwish , 2013: 78). Excellence can also be defined as the ability to achieve harmony or consistency between the organization's elements and to operate them in interconnectedness and integration in order to achieve the highest rates of effectiveness and achieve a level of output that fulfills the desires and expectations of the stakeholders associated with the organization ( Al-Meligy, 2012: 10).

In line with the above, distinguished service can be defined as: "A means of working, interacting, and a way of thinking. It is elevation, uniqueness, superiority, and the summary of the effort made by the organization, for its uniqueness and the happiness of the people of society. That is, distinguished service is maintaining positive energy, optimism, and constant readiness to face challenges with great spirit and unwavering determination ." ( Al-Mashhadani , Taklan, 983:2018). In addition, distinctive service is defined as one of the methods used by the organization to distinguish its activity from other organizations that compete with it in the same activity by forming an image of the organization through which the organization's personality is recognized at all levels ( Darwish, 2013: 78) .

Excellence in public service depends on several elements, including those related to the service itself, such as quality, time, diversity, and presentation, and elements related to the service provider, such as skills in using modern and innovative technologies and his ability to balance flexibility and stability. The requirements through which a distinguished service can be achieved in public organizations can be identified as follows ( Western, 2015: 25)

- a. Reshaping the mission of a public service organization.
- b. Building organizations qualified for learning.
- c. Leadership development.



- d. Promoting a culture of creativity and innovation.
- e. Developing knowledge capital.

**Research Paper : The Practical Framework**

Systematic treatment requires that we analyze the data collected from the field under investigation by means of a questionnaire, and following up on the previous theory requires the use of a set of statistical methods that are compatible with the available data. Accordingly, we will test the data through two methods: The first method is to use multiple regression to achieve the goal. The second and third method is cluster analysis to test the fourth objective to determine the level of convergence.

First : Describe and diagnose the importance of indicators of strategic superiority in the organization under investigation

To diagnose the importance of the indicators of excellence and arrange them according to their relative importance, the coefficient of variation was used, which is obtained from dividing the standard deviation by the arithmetic mean for each dimension of strategic excellence. Table ( 2 ) shows the organization of the dimensions of strategic excellence according to their relative importance, where the dimension occupied (employee skills) It ranked first compared to the rest of the dimensions of strategic superiority. Its arithmetic mean reached (4.142) and its standard deviation reached (0.688), and thus its coefficient of variation reached (16%). It reflects an important characteristic of the research sample, as it gives priority to the skills of workers within the organization. The scope of the research : The two dimensions (the organization’s efficiency in quality of work) and (distinguished service) ranked second with a coefficient of variation (17%) and an arithmetic mean of (4.304) for the first and (4.088) for the second , with a standard deviation of (0.728) and (0.695), respectively. The two dimensions ranked third. (Encouraging innovation and creativity ) and (adaptation and flexibility) with a coefficient of variation of (18%) and an arithmetic mean of (4.136) for the first and (4.062) for the second and with a standard deviation of (0.759) and (0.749) for the first and second, respectively, which confirms the presence of limited interest on the part of the organization in encouraging creativity. Innovation, adaptation and flexibility with work rules and procedures and employee satisfaction.

Table ( 2 ) Ranking of relative importance according to the coefficient of variation

<b>Order of importance</b>	<b>Coefficient of variation</b>	<b>standard deviation</b>	<b>Arithmetic mean</b>	<b>The dimension</b>
<b>2</b>	<b>17%</b>	<b>0.728</b>	<b>4.304</b>	<b>The organization's efficiency in the quality of work</b>
<b>3</b>	<b>18%</b>	<b>0.759</b>	<b>4.136</b>	<b>Encouraging innovation and creativity</b>
<b>2</b>	<b>17%</b>	<b>0.695</b>	<b>4.088</b>	<b>Distinguished service</b>
<b>1</b>	<b>16%</b>	<b>0.6886</b>	<b>4.142</b>	<b>Employee skills</b>
<b>3</b>	<b>18%</b>	<b>0.749</b>	<b>4.062</b>	<b>Adaptation and flexibility</b>

Source: Prepared by Al-Bahis Al-Thin

Through the results above, the answer is available to the main questions raised in the research problem about the level of awareness among the leaders in question of the indicators of strategic superiority . Through the results above, the answer is available to the first research hypothesis about the availability of awareness among the leaders in question of the indicators of strategic superiority and their importance, at a high rate in most cases. Therefore, the hypothesis is accepted. The first president.

**Second: Testing the research hypotheses**

Testing the extent to which indicators of strategic superiority contribute

In order to identify the level of contribution of the indicators of excellence in their impact on the contribution to building the main variable, stepwise regression analysis was adopted, which is a method in which the statistical significance is repeatedly examined for all variables. Independently, and have it in the form Regression Linear results showed that the fourth model is the best, as the independent variable ( encouraging innovation and creativity) was excluded – x 2 ) The results were as follows:

a. Coefficient of determination R 2 : The value of the coefficient of determination was ( 0.992 ), which means that ( dimensions Strategic Superiority

B. ( F ) test : The statistics showed that it is significant at a significant level (0.05), and thus the model can be relied upon for planning and forecasting.



The results showed that the sign is positive, meaning that the relationship is positive and significant between (the organization's efficiency in quality of work, distinguished services, skills of working individuals, adaptation and flexibility), and the percentage of influence varied from one variable to another in (strategic superiority), as increasing (distinctive services) by one unit means This leads to an increase in (strategic superiority) by (0.295%), then comes second (the organization's efficiency in the quality of work), since increasing it by one unit leads to an increase in strategic superiority by (0.270%), then comes third (employee skills), so increasing it by one unit It leads to an increase in (strategic superiority) by (0.242%). Finally, increasing (adaptation and flexibility) by one unit leads to an increase in (strategic superiority) by (0.161), as in the following table :

**Table (3) Results of stepwise regression analysis**

Source:

Sig.	F	R2	B	variable - indicators	T
	Calculated				
0.000	585.164	0.992	0.295	x3 – Premium services	1
			0.000	Sig. -t	
			0.270	The organization's efficiency in x 1 - quality of work	2
			0.000	Sig. -t	
			0.242	x4 – Skills of working individuals	3
			0.000	Sig. -t	
			0.161	x5 – Adaptability and flexibility	4
			0.000	Sig. -t	

Prepared by researchers based on the statistical program ( SPSS v25 )

Through the results of the statistical analysis, as shown in the table above, the second main hypothesis is accepted, which indicates the contribution of the researched indicators in achieving strategic superiority Testing the convergence hypothesis

For the purpose of testing the third main hypothesis and determining the level of convergence of the indicators of excellence in achieving strategic superiority, the method of cluster analysis was used. Cluster analysis is defined as procedures that seek to arrange cases or variables in specific ways and arrange them within clusters, so that the classification of variables in each cluster is homogeneous with respect to specific characteristics. It is distinguished from other variables in the different clusters. This is in general, but in particular, hierarchical cluster analysis was used, which is appropriate for relatively limited samples (Abdullah, et al., 2018: 217), as the sample represented (43) respondents to determine the extent to which the dimensions of strategic excellence contribute to the Planning Directorate . Salah Al-Din, and it was found that there were no missing values in the analysis, as the treatment percentage constituted (100%), and the results of the cluster analysis were as follows:

1. Convergence matrix: which determines the similarity and dissimilarity between the variables and is expressed in terms of the derived distances between the targeted goals. For example, the distance between the organization's efficiency in the quality of work, adaptation, and creativity (13.320), and the distance between encouraging innovation, creativity, and distinguished service (5.120), and so on for the rest of the variables, where The matrix gives indicators of the convergence values of the clusters formed and shows, for example, that the first cluster will be between (distinguished service and employee skills), where the convergence value between them reached (5.080), which is the lowest value within the matrix, and the same applies to the rest of the variables.

Table ( 4 ) Convergence matrix between variables

Adaptation and flexibility	Employee skills	Distinguish ed service	innovation and creativity	Workma nship	Variables
13.320	7.600	8.280	6.920	0.000	The organization's efficiency in the quality of work
12.080	6.600	5.120	0.000	6.920	Encouraging innovation and creativity
8.320	5.080	0.000	5.120	8.280	Distinguished service
6.760	0.000	5.080	6.600	7.600	Employee skills
0.000	6.760	8.320	12.080	13.320	Adaptation and flexibility





**Source: From the researchers , relying on the program Spss**

2. Convergence table: It is a procedure that shows how the clusters are formed in a gradual or hierarchical manner. It turns out that the first cluster is formed between the distinguished service and the skills of the employees by a factor of (5.080), thus forming a first cluster known as the distinguished service, and a second cluster is formed through the first cluster with a variable. Innovation and creativity with a factor of (5.860) in the cluster itself, which is the distinguished service, which indicates the importance of this cluster, as the researched organization gave sufficient attention to this dimension by establishing procedures that increase the advantage of its services. Then the variable of work quality efficiency is entered with a factor of (7.600) so that integration is achieved from the beginning and the importance is determined. The relative proportion of each of the variables in determining the extent of the strategic superiority of the organization under investigation.

**Table ( 5 ) Convergence**

Stage	Cluster 1	Cluster 2	Coefficients	Cluster 1	Cluster 2	Next Stage
1	3	4	5.080	0	0	2
2	2	3	5.860	0	1	3
3	1	2	7.600	0	2	4
4	1	5	10.120	3	0	0

Source: From the researchers , relying on the program Spss

3. The binary tree: It is a tree that includes measurements extending to (25) units of measurement, where the length of the line indicates increasing degrees of dissimilarity between the variables and vice versa, and as shown in Figure No. ( 2 ), adaptation and flexibility have ranked last, and this indicates the presence of deficiencies in the organization.

**Dendrogram using Average Linkage (Between Groups)**

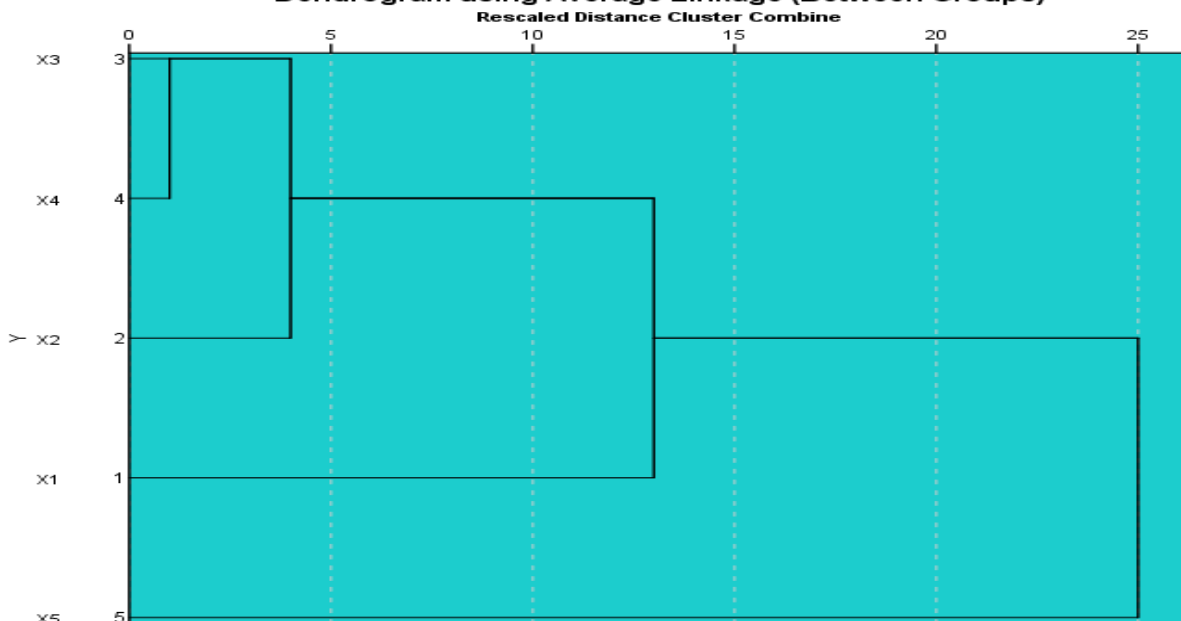


Figure ( 2 ): Cluster tree for indicators of strategic superiority

Source: Prepared by researchers based on the Spss 25 program.

We notice from the figure that the first cluster is between distinguished service and employee skills because they are the most similar in the organization under study. This similarity shows that if the organization focuses on both dimensions by applying a set of procedures and steps that increase the organization’s strategic superiority, despite this result, this requires transformation. To the second cluster and how it is formed, the first cluster consists of distinguished service and employee skills, and the third cluster consists of efficiency in the quality of work, innovation and creativity. The organization’s superiority requires the integration of all its dimensions, starting from the most important dimension



to the important dimension to the least important dimension. Through the results of the statistical analysis, the third main hypothesis is accepted, which indicates the convergence of indicators of strategic **superiority in the organization under investigation**

## **SECTION FOUR : CONCLUSIONS AND RECOMMENDATIONS**

### **FIRST: CONCLUSIONS**

Based on the theoretical framework and practical results reached in the previous chapters, the following conclusions can be drawn:

#### **Theoretical conclusions:**

1. The topic of strategic superiority is one of the contemporary and vital topics in strategic thought, whose intellectual and conceptual fields are still under development and are subject to varying efforts in terms of concept and measurement.
2. The process of strategic superiority is a tool that can protect its users from future failure. Therefore, it can be said that this pattern, according to the stages it contains, is one of the important ways of dealing with the unknown future with its continuous environmental changes.
3. An in-depth study of strategic superiority will determine the answer to the question posed by organizations and researchers alike (Why do some organizations have the ability to excel and outperform their competitors while other organizations fail to do so.?)
4. Organizations are exposed to rapid changes that require them to adapt and be flexible with this change, and this is what motivates them to use modern management styles, including the strategic superiority style, as it is an intellectual approach characterized by modernity, leadership, and increased ability to survive and grow.

#### **Practical conclusions:**

1. The results of describing and diagnosing strategic superiority through its indicators represented by (the organization's efficiency in the quality of work, encouraging innovation and creativity, distinguished services, employee skills, adaptation and flexibility) showed that the indicator (employee skills) ranked first in terms of importance in terms of opinions. Respondents compared to other indicators (the organization's efficiency in the quality of work, innovation and creativity, adaptation and flexibility, and distinguished services). The indicator (distinctive services, the organization's efficiency in the quality of work) also ranked second with close relative importance. The results showed that (innovation and creativity, adaptation and flexibility) ranked second. The third is of equal relative importance.
2. The results of the gradual regression analysis showed the effect of indicators (the organization's efficiency in quality of work, employee skills, distinguished services, adaptation and flexibility) in enhancing strategic superiority in varying proportions, as the (distinguished services) index came in the first stage with the percentage of influence in enhancing strategic superiority, as was the index. (The organization's efficiency in the quality of work) ranked second in terms of importance in impact, and third was the solution of the (employee skills) index. Finally, the (adaptation and flexibility) index ranked fourth in terms of impact on strategic excellence. The results of the stepwise regression analysis indicated that the (innovation and creativity) index had left the model and might be... This is due to its limited impact on strategic superiority.
3. The results of the statistical analysis showed through cluster analysis that there is a convergence or divergence between the two indicators ( distinguished services and employee skills), as they form a first cluster and the (innovation and creativity) indicator is linked to them. Then the indicator (the organization's efficiency in the quality of work) is included in the formation of the third cluster, while it was solved. Finally, the (Adaptation and Creativity) indicator, where the relative importance of each indicator of the dimensions shows the extent of its impact on strategic superiority.

### **Second: Recommendations**

In line with the conclusions reached in the previous section, which basically follow the theoretical and practical research dimensions, and in line with the methodological requirements of the study, the researcher places in the following a number of recommendations that he hopes will be under the attention of the relevant authorities in the Salah al-Din Planning Directorate, which is believed to be It can contribute to arriving at the best ways to determine the availability of indicators of strategic excellence in the organization under study that would raise the organization's performance and achieve its goals efficiently and effectively, as follows:

1. The researched organization gives the concept of strategic superiority the importance it deserves and the ways that lead to achieving it and following up on its advanced concepts as it is the function upon which organizations rely to survive, grow and adapt to their environment.



2. Viewing strategic superiority as an approach that has a positive and effective impact on the organization's performance of its work and on the individuals working in it, working to fulfill its requirements and taking into account its factors and foundations.
3. The need to focus on the dimensions of strategic excellence (the organization's efficiency in quality of work, encouraging innovation and creativity, employee skills, distinguished services, adaptation and flexibility) in the planning process and drawing up strategic policies and directing human and material capabilities towards them, with the formation of committees concerned with setting the necessary standards to achieve and sustain these dimensions. In a way that achieves the best results towards achieving the goals.
4. Continuous communication between the organization's management and workers to find out their problems and solve them, and involve them in drawing up plans and setting goals to instill a spirit of belonging and responsibility among workers, remove barriers between them, and achieve equality in rights and duties.
5. Emphasizing openness and communication with the entities that benefit from the organization's services, to learn about their requirements to increase excellence in service, and to form a committee whose mission is to monitor and measure the extent of satisfaction of the beneficiaries of the services provided by the organization over specific time periods.
6. Encouraging the spirit of creativity within the organization by adopting distinctive, creative ideas and applying them in a way that contributes to developing the organization's capabilities for excellence, in addition to allocating a financial or moral award to the exemplary employee as a motivational measure for creativity.
7. Increase the interest of the researched organization in the skills of employees through the quantity and type of training courses that raise skills and acquire new skills that develop their capabilities for innovation and creativity in a way that is consistent with the organization's needs through planning directed to training needs.
8. It is necessary for the researched organization to pay greater attention to flexibility and adaptation because of their ability to anticipate the problems it will face. The organization looks into the future and chooses the appropriate procedure and maneuver to preserve its resources by creating skilled work teams and striving to develop new activities that increase employee satisfaction.
9. It is necessary to inform those in charge of the management of the researched organization about the pioneering experiences in the field of statistical work, with all their details, especially the tools of their superiority, and to work to achieve the possible benefit from these experiences that can contribute to enhancing its strategic superiority.

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