

# opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,  
Linguística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

# 21

Revista de Ciencias Humanas y Sociales

ISSN 1012-1587/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



Universidad del Zulia  
Facultad Experimental de Ciencias  
Departamento de Ciencias Humanas  
Maracaibo - Venezuela



# **The Capabilities of Strategic Innovation and It's Impact on the Superiority of Organizations**

**Lecturer Dr. Entisar Azeez<sup>1</sup>, Assist. Prof. Dr. Shehenaz Fadhil Ahmed<sup>2</sup>**

**<sup>1</sup>entisar1962@uomustansiriyah.edu.iq; <sup>2</sup>Shahinaz1974@uomustansiriyah.edu.iq.**

**Mustansiriya University  
College of Administration and Economics  
Business Administration Department**

## **Abstract**

**Banking activity is considered as the mainstay of the rest of the activities and other fields within the framework of the national economy. Banking organizations play a leading role in supporting the monetary and financial policy of the state. This requires an increase in its efficiency and superiority. The main problem Iraqi banks face is represented by their inability to cope with rapid developments and changes in the environment, which is negatively reflected on their distinction. Hence, this paper sheds light on the capabilities that could support their superiority and distinction. The current paper aims at showing the impact of capabilities of strategic innovation: on the superiority of organizations in the International Islamic Bank-one of the most important private banks operating in Iraq, Baghdad Branch. The problem of this paper has been determined in a number of inquiries, mainly: what is the effect of capabilities of strategic innovation: (dynamic strategic learning methods, organizational features, and supply series traits) in the superiority of organizations? To achieve the paper's aims and answer the problem's inquiries, it is submitted to a sample of (55) employees who work in the Bank under the research field, out of (300) employees, distributed into (19) sections and units related to them. The questionnaire depends on a tool for measurement and collecting data and information. Using a set of tools, a group of spss v.25 statistical to analyze the relationship and impact has been achieved.**

By using a concluding program technology, a relationship of connection and impact among capabilities strategic innovation: on the total level and organizations superiority has been founded.

Keywords: Strategic Innovation:, Capabilities Strategic Innovation:, Organizational Superiority

## **Las Capacidades De La Innovación Estratégica Y Su Impacto En La Superioridad De Las Organizaciones**

### Resumen

La actividad bancaria se considera el pilar del resto de las actividades y otros campos dentro del marco de la economía nacional. Las organizaciones bancarias juegan un papel de liderazgo en el apoyo a la política monetaria y financiera del estado. Esto requiere un aumento en su eficiencia y superioridad.

El principal problema que enfrentan los bancos iraquíes está representado por su incapacidad para hacer frente a los rápidos desarrollos y cambios en el medio ambiente, lo que se refleja negativamente en su distinción. Por lo tanto, este documento arroja luz sobre las capacidades que podrían respaldar su superioridad y distinción.

El presente documento tiene como objetivo mostrar el impacto de las capacidades de innovación estratégica: en la superioridad de las organizaciones en el Banco Islámico Internacional, uno de los bancos privados más importantes que operan en Irak, la Sucursal de Bagdad. El problema de este documento se ha determinado en una serie de consultas, principalmente: ¿cuál es el efecto de las capacidades de innovación estratégica: (métodos de aprendizaje estratégico dinámico, características organizativas y características de la serie de suministros) en la superioridad de las organizaciones?

Para lograr los objetivos del documento y responder a las preguntas del problema, se envía a una muestra de (55) empleados que trabajan en el Banco en el campo de investigación, de (300) empleados, distribuidos en (19) secciones y unidades relacionadas con ellos. . El cuestionario depende de una herramienta para medir y recopilar datos e información. Usando un conjunto de herramientas, se ha logrado un grupo de estadísticas spss v.25 para analizar la relación y el impacto. Mediante el uso de una tecnología de

programa final, se ha establecido una relación de conexión e impacto entre las capacidades de innovación estratégica: en el nivel total y la superioridad de las organizaciones.

Palabras clave: Innovación estratégica: Capacidades Innovación estratégica: Superioridad organizacional.

#### Introduction:

In light of the economic openness, banking organizations play a vital role in the economies of countries, and this role is rapidly increasing because of modern technological developments and the information revolution, which poses great challenges upon them. The first challenge is to find and adopt creative capabilities that are activated and strengthened in a dynamic environment where banks are obliged to cope with its requirements, and in order to enhance its distinction and superiority, seeking superiority over other banks in the same field.

Based on this, this research is intended to diagnose the nature of the relationship of correlation and influence of the capabilities of strategic innovation: and the superiority of the organizations used in the sample of Iraqi private banks. The International Islamic Bank in Baghdad has been selected for its important role in providing financial services and satisfying the needs in this area by depending mainly on information technology and Technical means and employing them in its work and performance of its various administrative and financial functions. In order to achieve the objectives of the research and solve its problems, its structure has been divided into four sections. The first section deals with the methodology of research. The second section sheds light on the theoretical aspects. The third section focuses on the practical side of the research. The fourth section is devoted to the conclusions and recommendations that have been reached and came to serve the purpose for which it was developed for.

#### Section One / Methodology of Research

##### First: Research problem

Many Iraqi private sector organizations (the research community) have worked hard, during the rapid international developments and changes, to achieve distinction and superiority. However, they, as their leaders confirm, are unable to cope with the growing developments in the global environment. After several visits to Iraqi banks, it is clear that their administrations have had weakness with the meanings and contents involved in

the search variables. Moreover, the procedures of the processes adopted by the bank in its policies and processes lack a clear policy by the administrations in directing their behavior towards strategic creative capabilities and using them as a tool towards a high aim that all organizations want to achieve. The aim is distinction and organizational superiority.

The two researchers have selected the International Islamic Bank as a research community to explore the availability of strategic creative capabilities in the bank's administration and policy, and the extent to which these capabilities contribute to achieving organizational superiority as a main objective pursued by all organizations. This evokes a basic enquiry:

How can the capabilities of strategic innovation: affect in their dimensions to achieve organizational superiority?

From the basic enquiry, some minor enquiries have been raised:

- 1- What is the level of the capabilities of strategic innovation: in the bank?
- 2- Does the Bank's administration have a clear vision about the impact of the capabilities of strategic innovation:?
- 3- What is the level of the connecting relationship between the dimensions of the capabilities of strategic innovation: – combined or individuals – on organizations superiority?
- 4- What is the level of the impact of the dimensions of the capabilities of strategic innovation: combined and individuals on organizations superiority?

Second: research importance

The importance of research is in two aspects. The first aspect is related to the sample of research (Iraqi banks) by providing them with a comprehensive knowledge of the capabilities of strategic innovation: (dynamic strategic learning methods, organizational characteristics, supplying series traits) and the degree of their impact in achieving distinction that reflects their best exploitation in improving the quality of banking services provided to the members of the community to ensure organizational superiority. The second aspect is a private one, because it involves going into an important field that affects the banking performance towards the society and increasing the bank's understanding – the research sample – on the benefits of deepening and rooting the creative capabilities of workers and the basic role in banking services.

Third: research objectives

The current research aims to achieve the following objectives:

- 1- Describing and diagnosing of search variables in general and in detail at the level of the bank sample of research.
- 2- Determining the availability of the components (dimensions) of strategic creative capabilities in the bank sample of research.
- 3- Testing connecting and affecting relationships between major and minor variables at the level of the bank sample of research.

Fourth: research Methodology:

The research depends on analytical descriptive methodology, in collecting data and analyzing it by using of applied analytical method, including the use of many methods and statistical treatments related to the subject of research to reach the results.

Fifth: The Hypotheses

The research begins to address its problems, answer its questions and achieve its objectives by proving the following hypotheses or not:

\* The first main hypothesis: There is a positive connecting relationship with moral statistical sense between the capabilities of strategic innovation: and organizations superiority. From this hypothesis, some sub-hypotheses are raised:

- 1- There is a positive connecting relationship with moral statistical sense between the methods of strategic learning of dynamic capabilities and organizations superiority.
- 2- There is a positive connecting relationship with moral statistical sense between organizational characteristics and organizations superiority.
- 3- There is a positive connecting relationship with moral statistical sense between supplying series and organizations superiority.

\* The second main hypothesis: There is an effect with moral statistical sense between the capabilities of strategic innovation: and organizations superiority.

From this hypothesis, some sub-hypotheses are raised:

- 1- There is an effect with moral statistical sense between the methods of strategic learning of dynamic capabilities and organizations superiority.
- 2- There is an effect with moral statistical sense between organizational characteristics and organizations superiority.
- 3- There is an effect with moral statistical sense between supplying series and organizations superiority.

Sixth: Measurement tool, sample and procedural definitions of research variables and their sources:

In order to fulfill the requirements of the practical research, the questionnaire has been used as a tool for measuring and obtaining data and information related to the field side, and the research community of individuals working in the International Islamic Bank - General Administration Baghdad Branch, which has been chosen as a field of research. The random sample is (60) individuals working in the bank the sample of research. (60) Forms of the questionnaire has been distributed to the sample, out of the total number of (300) working individuals, 58 forms were retrieved and (55) forms are suitable for analysis Statistics. The (Lekert) pentacle is used as a scale, with its gradients (very high, high, neutral, low, very low).

**Table (1) shows the axes of the measurement instrument, the search variables and their procedural definitions, and their sources:**

**Table (1) The axes of the questionnaire**

Axes	Main Variables	Sub - Variations	Procedural Definitions	Paragraph Sequence	Source of Scale
The first axis	: The information of the respondents of the form	Gender, age, academic attainment, nature of occupation, length of service in years	————	————	————
The second axis	the capabilities of strategic innovation: (Independent variable)		the ability of the organization to transform ideas and knowledge towards the development of creative abilities to achieve its goals in providing a product or service with distinction and superiority.	1-17	
		Dynamic strategic learning methods	the ability of the organization to acquire and develop new knowledge through many capabilities including cognitive, absorptive and transformational	1-6	(Berghman,2006) (Dulaimi ,2009)
		Organizational characteristics	the minor conditions that support the strategic learning methods towards supporting strategic creative capabilities through organizational structure and organizational culture.	7-12	
		Supplying series traits	a series of key supportive and interrelated activities that support the organization's work to create a sustainable competitive advantage	13-17	
Third Axis	Organizational superiority (dependent variable)	-----	Group activities and processes that present the organization distinctly to be more efficient in achieving its vision and objectives, and to serve customers, and more in line with environmental changes.	1-15	(Al-Naqqr, 2008)

\*Source: Prepared by the two researchers.



### Seventh: The Limits

1. Spatial boundaries: Spatial boundaries are represented by the general administration of the International Islamic Bank.
2. Human boundaries: They are represented by selecting a sample of employees working in the technical and administrative departments.

### Eighth: The validity and stability of the questionnaire

1 - The apparent validity: It is the ability of the questionnaire to measure the variables of research that the questionnaire has been designed to measure, taking into account the comprehensiveness in the absorption of the variables of research and non-duplicity. In order to check the apparent validity of the questionnaire, the questionnaire has been presented to a number of arbitrators, who are specialized in Administration, Strategic Administration, organization, organizational behavior, and statistics to survey their views on the validity of the tool in terms of the validity of its paragraphs and their relevance to the hypotheses and objectives of the research and its ability to measure the variables of research, ensuring the clarity of its paragraphs and accuracy scientifically. The questionnaire has won the agreement most of the arbitrators in more than (90%). The observations of the arbitrators on correcting and replacing some of the phrases have been taken. Some of them have been formulated in a more appropriate way to make the tool more comprehensive in representing the two search variables.

### 2 - Validity of the scale and stability of the questionnaire:

The two researchers have done the validity test for the content and the stability of the questionnaire. The validity of the content can be verified through the stability coefficient using the following equation (validity = square root of the stability coefficient). Stability means that if the scale is applied to the same group of individuals after a period of time, it will give the same results. To achieve this, Cronbach Alpha coefficient has been used to determine the stability coefficient. The value of the stability coefficient is (0.80), which is much higher than the minimum acceptable value of (60%). This means that search questionnaire by its various standards has high stability and can be adopted at different times for the individuals themselves and gives the same results. Since the value of the stability coefficient extracted by Cronbach Alpha = 0.80, the validity of the questionnaire is = 0.89 which is a very good ratio and a reassuring parameter

confirming the validity of the scale.

Ninth: The statistical description of the research sample according to the characteristics and features:

The instrument of measurement in its first axis highlighted the most important characteristics and peculiarities of the sample as it shows:

Table (2) presents a detailed overview of the variables of the sample of the research sample of (55) individuals and according to the data they provided through their answers to their questionnaires.

**Table (2) Results of Descriptive Analysis of Identification Information**

Metadata	Target Group	Frequen cy	Percent%
Gender	Male	36	65.5%
	Female	19	34.5%
<b>Total</b>		55	100%
Age	From 20 to 29 years	13	23.6%
	From 30 to 39 years	23	41.8%
	From 40 to 49 years	19	34.6%
	50 years and over	-	-
<b>Total</b>		55	100%
Qualifications	Ph.D	-	-
	Master	2	3.6%
	Higher Diploma	-	-
	Bachelor	53	96.4%
<b>Total</b>		55	100%
The nature of the profession	Administrative	53	94.5%
	Technical	3	5.5%
<b>Total</b>		55	100%
Duration of service in the current job	From 1 to 5 years	7	12.7%
	From 6 to 10 years	19	34.6%
	From 11 to 15 years	22	40%
	From 16 to 20 years	7	12.7%
	50 years and over	-	-
<b>Total</b>		55	100%

\*Source: Results of statistical analysis of the questionnaire using statistical program spss v.25.

The above table shows that the sample of the study included both sexes with 36 males in percentage (65.5%). The number of females reached (19) individuals and 34.5% of the total sample (55), and this indicates that the work in Islamic banks is desirable for both types. For the years of life, the largest age group was from (30 years to 39 years), the number of individuals indicated by their affiliation to (23) individuals and percentage

of (41.8%), As for the scientific qualification was the largest category of holders of bachelor degree, the number of individuals who indicated that they belong to (53) individuals and the proportion of (96.4%). As for the nature of the profession, the largest category was (Administrative). The number of individuals which indicated their affiliation to them reached (52) individuals by percentage of (94.5%). (40%). The percentages shown above show that the research sample has the ability and the high efficiency in understanding the paragraphs of the questionnaire, which is positively reflected on the final results of the research.

- Section Two: The Capabilities of Strategic innovation:

First: The Concept and Characteristics of innovation:

Organizations are constantly looking for a place to take their lead, seeking to be at the forefront to face any possible competition and achieve better results.

It is clear that the distinguished organizations are continuously capable of creating, developing and innovating, because they work under changing and complex conditions that impose many challenges on them. This requires creative abilities that can develop ideas and find new solutions that enable them to continue and grow. Innovation: is thus defined as “the process of transforming the discovered thing into a usable tool” (Hitt et al., 2003: 418).

However, strategic innovation: is a process that makes the organization look forward to what is beyond its open mental models and redefine its business. It also represents a proactive reorganizing the organization through an innovation and creative thinking process that leads to finding new business models through a valuable series, restructuring current markets, finding new markets, or creating value for the customer and the organization (Saswati, 2008: 2). From this, the difference between traditional innovation: and strategic innovation: is clear, as it appears in a number of aspects, according to (Palnger& Kaplan): -

- The traditional innovation: is heading towards the future starting from the present, as the strategic innovation: begins from long-term opportunities and returns to the present to achieve them.

- Traditional innovation: focuses on incremental cumulative innovation:, while strategic innovation: explores new and innovative ideas.

- Traditional innovation: works within existing business lines and products, while strategic innovation: looks for competitive fields that create new business opportunities (Dulaimi ,2009:28).

It is clear that strategic innovation: is a process of radical change that stems from the awareness and the perception of the creative person that the new and long-term opportunities and the possibility of creating them are due to abandon the rules of traditional competition towards building an organization capable of attracting new consumers and customers, and looking forwards to beyond its limitations through creative exploration to the possibilities and opportunities it achieves.

Second: Types of Strategic innovation:

The strategic innovation: is classified by (Markids 2000: 44) as a (breaking the rules of the competition game) into two main types:

- Disruptive strategic innovation: : it challenges the way business is managed by offering new and different products or services in small projects with low profit to win a high market share.

-Complementary strategic innovation: it breaks the rules of the game to be superior to the big competitors in the market. He added (Dess et al, 2007: 436-437) ,( (Taylor et al., 2005: 410-411)

Other types of strategic innovation including:

-Radical strategic innovation: This strategic type is based on the fundamental changes that cope with the reality of current challenges, deviating from traditional well-known practices. It simulates the changing environment and its sudden changes in which the organization works. Therefore, this type is the point of revolution, challenge and transformation from traditional methods to renovation and innovation: in operations, which offers distinction from other organizations.

- Incremental cumulative strategic innovation: This type of innovation introduces the development and improvement of existing (current) practices and processes in order to enhance the product or the offered service to expand competitive superiority or increase creative skills capabilities.

Third : The capabilities of strategic innovation:: -

Capabilities are the main tools for self- renovation within the organization, constantly working to transform modern knowledge and ideas into the products and services for the organization's benefit customers (Lawson, 2001: 384) and a means by which the organization can deal effectively with threats and challenges by directing its resources and knowledge to exploit opportunities surrounding it (Schienstock, 2009: 3-4).

Hence, the capabilities of strategic innovation appear in the ability of the organization to build a series of channels with the environment to provide them with information to raise the efficiency and internal effectiveness to the wishes of others (Wheeler, 2002: 127).

Therefore, the capabilities of strategic innovation lies in the experiences of the organizations that result from the work of the team learning due to their importance in developing skills and intangible organization resources that reflect new ideas that enable the organization to continue and be superior (Covindarajan & Trimble, 200). This is supported by the researcher (Berghman) who believes that the capabilities of strategic innovation are centered around the organization's systematic capabilities through the creation and implementation of initiatives that reinforce strategic innovation (Berghman, 2006: 33). (Faker , 2013: 58) defines it as "the ability to continuously transform knowledge and develop new ideas that enable the organization to develop its resources, especially, intangible ones that enable it to be distinctive and continue to achieve sustainable competitive advantage."

Therefore we can conclude that organizations that have strategic creative capabilities are different from other organizations in their tendency towards innovation and development with a clear response to risks and uncertainties by providing channels of communication with the environment in which they operate in order to seize opportunities and confront threats.

Forth : The Dimensions of Strategic Innovation:.

The dimensions of strategic innovation: were classified according to the opinions and studies of the researchers that were conducted in this field to several classifications. The organizational learning and the group work were defined by both (Govindarajan & Trimble, 2005) (Massoudi, 2007) (Bergham, 2006), (Davis 2001), (Pitt & Clarke , 2007) and (Dulaimi ,2009) in( strategic learning mechanisms for dynamic capabilities, organizational characteristics, and supplying chain traits).

According to the current research requirements, the researchers will try to focus on these dimensions because they are in harmony with the reality

of the organization being investigated. Due to the need to distinguish and describe the terms of dimensions of capabilities, it is important to grasp the conceptual aspects of each of them as follows:

1. Strategic learning mechanisms for dynamic capabilities: The strategic learning process involves modifying organizational structures, developing and renewing the organization's capabilities to the highest level to enable them confrontation of crises and break the rules of competition. Dynamic capabilities reflect the ability of the organization to renew and transform knowledge, Consistent with Recognition endings. It has been classified into three categories .

A. Recognition Capacity: The processes undertaken by organization to enhance its access to information from external environment through gained knowledge, through an external environmental survey of the importance of the external environment and the importance of its recognition by the organization to include both the private environment and the general environment, which are a major source of opportunities for the organization to ensure its survival and continuity and to confront the threat, providing the organization with elements of superiority and strategic success (Berghman,2006:52), (Frinch, 1996: 4).

B. Assimilation Capacity: The ability to diagnose, understand, apply, and transform external information (Wang & Ahmad, 2007: 36). Thus, the organizations emphasize the importance of absorbing knowledge rather than simply having to be associated with environmental change, because knowledge alone does not generate innovation:, and this shows the role of absorptive capacity to absorb the knowledge that leads to open successive administrative creative field (Berghman, 2006: 55).

C. Transformation capacity: The ability of the organization to identify methods and means of transforming operational mechanisms and processes through social integration, which facilitates knowledge cycle and supports the state of adaptation to the organization's real environment to make it most responsive to its environment (Waler, 2010: 37) .

2. Organizational Characteristics: Tthe strategic learning mechanisms backed by the regulatory requirements of (organizational culture, organizational structure) provides the organization with an integrated system to create a strategy of superiority and make it work effectively and effi-

ciently Berghman (2006: 37). The organizational structure fosters a sense of belonging and loyalty to the organization and creates faith in the goal it seeks to achieve through effective communication systems, language and common feelings. (Ivancevich, 2005: 68) This organizational culture that supports of the strategy has the great effect of creating and developing dynamic capabilities through organizational processes and administrative procedures. The strategic innovation: is more important in developing dynamic capabilities through the decentralized classification of the organizational structure, in order to contribute to the achievement of strategic innovation:, create the ability to understand and absorb knowledge through flexibility, increase communication and enable employees to learn and disseminate information, that make high value for organization and customer

3-Supplying series traits: it illustrates the interdependence and sequencing of key and supportive activities and creates value for products through the interconnection of activities to achieve sustainable competitive advantage by adopting the customer-process environment through customers and distributors (Berghman ,2006: 73,74).

Section Three: The Superiority of Organizations:

First: Conceptual Framework for Organizational Superiority:

In general, the concept of superiority refers to more than one meaning and concept, which may mean superiority of business, divisional superiority or superior performance or individual superiority. But what is important is organizational superiority, which is the most complex aspect of other types of superiority for the required commitment and cooperation among individuals within the organization with a common vision to change events against rapid change in the business environment.

According to( G.Srikanthan), organization superiority is an extraordinary activity that goes beyond the minimum organization in which the organization works in an attempt to manage it for understanding and assimilation, and thus respond to the expectations of stakeholders in society (Al-Naqqar, 2008: 142).

Organizational superiority is a set of orientation processes to discover organizational capacity to be more efficient in achieving its vision (Albrecht, 2004:10). The stage of owning an efficient administrative system depends on and meets the desires of stakeholders with strategies, objectives, procedures and policies with integrated and clear operational plans (Swanwick, 2005:9),to provide a high quality service and to establish commitments

towered that quality (Clarck et al., 2007: 1). So, Clarck (2006) considered it to be one of the goals that organizations seek to achieve, and as a result of the high performance in the point of view of employees towards the their organizational operations to internal and external customers (Hussein, 2007: 155).

### Second: The Importance of Organizational Superiority

Its importance is reflected in the fact that it is a factor in enhancing the work of the organization and its effective performance by supporting the activities of the organization and achieving its mission by focusing on strategic human capital as an important resource with effective leadership, all of which lead to the development of the organization and help it focus on its results (Zaidi, 2006: 131).

Employees and managers consider superiority to create competitive advantage by providing quality product and service to customers by encouraging and motivating employees as these are the basis for increased innovation and improved performance (Mashhadani & Zubaidi, 2016: 278).

Therefore, we conclude that organizational superiority is a broad vision that transcends the boundaries of the organization and a goal that works hard to be at the top and act according to the overall strategy, as if it is the pioneer in its business.

The advantages of organizational superiority are reflected in many areas including:

- 1- Insures a clear and individual vision for the organization.
- 2- Facilitates the process of discovering the strategic gap.
- 3 - Provides stakeholders with accurate analysis of the determinants of consumers and participants in organizational fields and events.
4. Supports the organization by having broad contacts and strong participation in high commitment.
5. Supports continuous improvement process to get better performance details. (Fygelaar, 2004: 80), (Barnes, 2006: 7) and as stated in (Al-Naqqar, 2008: 151).

### Third: Organizational Superiority Models

One of the most prominent and famous examples of the organization's superiority is the European Model of Quality Management, which was established by (14) big European organizations in 1988. Their aim was to search for superiority on an ongoing basis to attract Europe. Then the orig-



inations were increase which joined them to become (1000) organizations from different European countries, which was later known as the “model of organizational superiority” (Kamouna, 2016: 110).

Another model is the Infinite Model of superiority. It consists of two variables: performance-oriented, customer-oriented, and strategic development variable (Hamwandi, 2013: 112).

In Japan (1950), the Japanese Engineers Association created the Japanese Model of Quality and Organizational superiority (Deming Award). The award was awarded under this name in recognition of the contribution and efforts of the thinker and to encourage him for the process of development that aims control quality by increasing the quantity of sales and reducing cost, quality improvement and customer satisfaction, as well as encouraging innovation: and innovation (Bashaio, et al., 2012: 87)

The United States established the Baldrige Award in 1987 by adopting an idea presented by the federal government to support quality management applications for superiority and based on the number of concepts that express values, superiority and effectiveness (Kamouna, 2016: 113).

From the above it is clear that the contributions and studies have contributed effectively and accurately to the attention to superiority and of the organizations because of the complexity of the environment and competition intensity, which led to the consideration of the organization as part of the environment and from an integrated perspective with its environment to achieve the highest degrees of success, distinction and superiority.

The first axis: Description and diagnosis of research variables, analysis of sample responses and interpretation of results.

First: Description and diagnosis of paragraphs and criteria of creative innovation: (independent variable):

**Table (3) Calculations of arithmetic, deviations and the relative importance of strategic innovation: capabilities and their sub – variables N=55**

No	Paragraphs	mean	Standard deviation	Relative importance
<b>1- Mechanisms of strategic learning of dynamic capabilities</b>				
1-	There is a capacity to absorb changes in the environment related to technology, competitors and organization.	3.87	0.72	77%
2-	Reveal the different customer orientations of our services to distinguish them from the quality of services in relation to the quality of services of other banks	4.22	0.66	84%
3-	Determine the reasons for the withdrawal of some customers from our bank.	3.42	1.03	68%
4-	The Bank employs techniques and methods that serve its methods in working to understand and absorb the competing banks continuously.	4.36	0.70	87%
5-	Initiating initiatives to change the traditional competition rules, in line with the global market	4.20	0.52	84%
6	Innovative ways to enter the market in a distinctive way to introduce our banking services.	4.33	0.67	87%
	<b>Total Mechanisms of strategic learning of dynamic capabilities</b>	<b>4.1</b>	<b>0.72</b>	<b>82%</b>
<b>2. Organizational characteristics</b>				
7	Senior management encourages the formulation and development of innovative marketing strategies in the revision of banking services.	4.09	0.67	82%
8	The Bank maintains the system and appropriate management processes to reduce risks rather than evaluating leaders in initiatives for change.	4.56	0.71	91%
9	Innovation in our bank addresses the awareness of risks as well as dealing with them in a manner consistent with the real developments in the local and global environment.	4.04	0.38	81%
10	Employees meet regularly to discuss market trends and developments related to customers, competitors and shareholders.	3.65	0.48	73%
11	We can make some decisions that concern our tasks without deliberation and scrutiny with anyone else Refer to the senior official even in small cases before giving the final answer.	2.75	0.75	55%
12	Refer to the senior official even in small cases before giving the final answer	4.15	1.01	83%
	<b>Total Organizational characteristics</b>	<b>3.87</b>	<b>0.67</b>	<b>77%</b>
<b>3. Features of the processing chain</b>				
13	Our relationship with customers leads to joint development of service operations and development linked to new services.	3.73	0.65	75%
	of new technology and the introduction of modern concepts.			
15	Our relationships between functional activities lead to the adoption of new technology and the introduction of new concepts.	3.62	0.78	72%
16	Our relationships are always tense between departments when processing banking services, which affects the development and presentation of ideas.	1.78	0.87	36%
17	Our relationships with shareholders lead to the development of service operations and the development of new services.	3.69	0.50	74%
	<b>Total Features of the processing chain</b>	<b>3.33</b>	<b>0.70</b>	<b>67%</b>
	<b>Total strategic innovation:</b>	<b>3.78</b>	<b>0.70</b>	<b>76%</b>

Source: Statistical analysis results using statistical programs v.25.

A - mechanisms of strategic learning of dynamic capabilities:

This dimension is measured in paragraphs (6-1). Table (3) refers to the balanced accounting environment, the standard deviations and the relative importance of the point of view of the studied sample regarding the strategic learning mechanisms of dynamic capabilities. This table reflects a higher general accounting mean than the standard arithmetic mean (82%). This indicates that 82% of the responses of the respondents are in the direction of agreement with a high degree with this dimension, and this indicates the existence of homogeneity and agreement in The responses of the respondents are either paragraphs of this dimension. Paragraph ( 54) which provided for

(The bank employs techniques and methods that contribute to its understanding of and understanding of competing banks continuously), at the top of the computation by (4.36) and with a standard deviation of (0.70) and a relative importance of (87%), reflecting high homogeneity, In a very high degree in the responses of the sample members, and this indicates that (the management of the bank is highly concerned with the analysis and knowledge of the competing banks in the market, which enables it to identify the strengths and weaknesses of competitors and determine their movements and face), while paragraph (3) Reasons for the withdrawal of some customers from our bank.) On the least computational level (3.42) and a standard deviation of (1.03) with a relative importance of (68%). This indicates (the need to increase the attention of the bank's management more to determine the reasons that lead to the withdrawal of some customers as the customer is the real capital of the bank).

B- Organizational Characteristics: This dimension is measured in paragraphs (12-7). Table (1) refers to the weighted accounting environment, the standard deviations and the relative importance of the point of view of the surveyed sample regarding organizational characteristics. The table reflects a higher general accounting mean than the standard arithmetic mean (77%). This indicates that 77% of the respondents' responses are in the direction of agreement with a high degree with this dimension, indicating a homogeneity and agreement In the responses of the sample members, either paragraphs of this dimension have achieved paragraph (8), which provided The Bank maintains the system and appropriate management processes to reduce risk rather than its leadership assessment of change initiatives. The top of the computation is 4.56 with a standard deviation

of 0.71 and a relative importance of 91%, reflecting high homogeneity and non-dispersion And a very high agreement in the responses of the respondents. This indicates that the management of the bank is very highly inclined to maintain its current system and its current management style to minimize the risks it faces in case of change. ), While paragraph (8), which stated (we can make some decisions that concern our tasks without deliberation and scrutiny with anyone else). On the least computational medium at the level of this dimension (2.75) and a standard deviation of (0.75) (55%), reflecting a relative lack of agreement in respondents' responses. This indicates that decision-makers in the bank's management share the decision-making process, enabling them to take the decisions more effectively.

A: The characteristics of the processing series: This dimension is measured in paragraphs (17-13). Table (1) refers to the weighted arithmetic environment, the standard deviations and the relative importance of the sample's point of view regarding the attributes of the processing series. (67%). This indicates that 67% of the responses of the sample members are in the direction of neutrality with this dimension, either the paragraphs of this dimension have achieved Paragraph (14), which states: "Our relations with customers lead to the adoption of new technology and introduction (0.68), with a relative importance of (77%), reflecting the existence of homogeneity, non-dispersion and a high degree of agreement in the responses of the sample members. This indicates that the managers of the bank are aware The importance of managing the relationship with their customers and benefiting from the management of their expertise in the development of technology banking services.), While paragraph (16), which stated (our relations are always tense between the departments when processing banking service, which affects the development and presentation of ideas.) The level of this dimension (1.78) and the standard deviation of (0.87), and the relative importance b (36%), reflecting the absence of a high agreement in respondents' responses. This indicates that the relationship between bank departments is always positive when processing banking services, which contributes to the development and presentation of ideas. ).

- Description and diagnosis of variable strategic innovation: capabilities at the overall level

Table (3) shows that the level of responses to the capabilities of strategic innovation was as follows:.

1 - Based on the values of the computational community to exclude the three strategic innovation capabilities, the variable at the overall level

achieved a mean of (3.78) and a standard deviation (0.70). This indicates an agreement in the respondents' answers on the strategic innovation.

2 - After the mechanisms of strategic learning of dynamic capabilities of the highest computational between the dimensions of the core capabilities according to the views of the research sample followed by after the organizational characteristics and then after the attributes of the processing chain at the last rank.

Second: Description and Diagnosis of Organizational Excellence (Variable Respondent):

**Table (4) Calculations of computational circles, deviations and relative importance of organizational excellenceN = 55**

No	Paragraphs	mean	Standard deviation	Relative importance
	organizational excellence			
18	There are real feelings and an appropriate regulatory climate to improve working conditions and encourage innovation.	3.82	0.77	76%
19	There is a partnership between more than one working group when collective efforts are needed to excel.	4.24	0.72	82%
20	The objectives set are achieved and exceeded what can be utilized through them.	3.85	0.59	77%
21	There is a balance between micro-activities.	3.76	0.69	75%
22	There is broad participation in FAC's vision, mission and strategic plan between management and staff.	4.05	0.62	81%
23	Outputs are constantly evolving.	4.45	0.74	89%
24	There is an investment of knowledge intelligently to achieve difficult and outstanding goals.	4.02	0.80	80%
25	The views and ideas of the employees that aim at development are a source of pride and appreciation by officials in the ministry.	4.09	0.75	82%
26	There is a continuous and self-development of workers' ideas.	3.96	0.58	79%
27	Amend the work procedures according to the needs of the position and objective.	4.29	0.79	86%
28	Resources sufficient to provide good work.	3.65	1.00	73%
29	There is a balance of focus on near and distant targets.	3.91	0.84	78%
30	Employees have the opportunity to participate in the organization's long-term goals and objectives.	3.53	1.02	71%
31	Workers appear to be one block, and their ideas and practices are directed towards clear goals.	3.35	1.09	67%
32	All employees are given the opportunity to be leaders of the organization.	2.98	1.29	60%
	Total organizational excellence	3.86	0.82	77%

\*Source: Statistical analysis results using statistical programspss v.25.

Measure the response variable (organizational excellence) through paragraphs (18-32)

Table (4) indicates the computational environment, standard deviations and the relative importance of the point of view of the surveyed sample

on organizational excellence. The table reflects a higher general mean than the standard arithmetic mean of (3) (3.86) and the standard deviation (0.82) The relative importance (77%), which indicates the existence of a high degree of agreement in the responses of the sample members either paragraphs of this dimension, has achieved paragraph (23), which stated (outputs are constantly evolving), at the top of the computation by (4.45) (0.74), with a relative importance of (89%), reflecting the existence of homogeneity and harmony The bank’s banking services are constantly evolving as a result of the response to the Bank’s competitive environment and the needs and desires of its customers. “Paragraph 32, which states:” All employees are given the opportunity to be (2.98), with a standard deviation of (1.29), and a relative importance of (60%), which reflects the existence of dispersion and lack of relative agreement in the responses of the sample members. This indicates that In the bank do not all have the same opportunity to be leaders).

The second axis: Testing the research hypotheses

First: Test correlation between search variables

The purpose of this analysis is to determine the nature of the relationship between the independent variable (the capabilities of strategic innovation) and the dependent variable (organizational excellence) and to determine whether or not to accept the main hypotheses and their branches using the correlation coefficient Spearman, which is a statistical method used to measure the strength and direction of the relationship between two variables using the statistical program ready (SPSS) version 25.

In order to analyze the nature of the relationships between these variables, the correlation coefficient for Spearman was calculated to examine the existence of the relationship, as in Table (5):

**Table (5) Spearman correlation coefficients between strategic innovation: and regulatory excellence N = 55**

Hypothesis	Variables		Simple correlation coefficient Spearman	significance Level Sig.(2-tailed)	The strength and direction of therelationship
	Independent	Responder			
Secondary	1-1	Strategic learning mechanisms for dynamic capabilities	0.514**	(0.01)	Moderate
	1-2	Organizational characteristics	0.543**	(0.01)	Moderate
	1-3	Features of the processing chain	0.129	(0.34)	Weakly repressive
		Organizational excellence			

Home	The capabilities of strategic innovation:	Organizational Excellence	0.599**	(0.01)	Moderate
Acceptable Hypothesis		the number	Three hypotheses are significant among four hypotheses		

\*Source: Statistical analysis results using statistical programspss v.25.

Table (5) indicates that there is a significant positive correlation relationship at the level of Sig. (2-tailed) (0.01) with a confidence limit of 99% between the capabilities of strategic innovation: and organizational excellence. The correlation coefficient for Spearman (0.599) is the result of a positive correlation between the capabilities of strategic innovation: and organizational superiority at the macro level. And organizational excellence). The analysis of the sub-relations between the dimensions of the capabilities of strategic innovation: and organizational superiority separately at the level of sub-hypotheses.

Note: The symbol \* means that the correlation coefficient value is significant at a significant level (0.05). The symbol \*\* means that the correlation coefficient value is significant at a significant level (0.01).

1.1 Analysis of the relationship between strategic learning mechanisms of dynamic capabilities and organizational excellence.

In Table (5), we note that the correlation coefficient between the mechanisms of strategic learning of dynamic capabilities and organizational superiority reached (0.514), which is a significant correlation and moderate correlation at the level of Sig. (2-tailed) (0.01), with a confidence level of 99%. This result indicates that there is a moderately strong relationship between the strategic learning mechanisms of dynamic capabilities and organizational superiority. This result supports the first sub-hypothesis hypothesis derived from the first hypothesis, Hypothesis, ie, there is a positive correlation relationship with significant statistical significance between the mechanisms of strategic learning of dynamic capabilities and organizational superiority.

1.2 Analysis of the relationship between organizational characteristics and organizational excellence.



In Table (5), it is noted that the correlation coefficient between organizational characteristics and organizational superiority reached (0.543), which is a significant correlation and moderate correlation at the level of Sig. (2-tailed) (0.01), with a confidence level of 99%. This result indicates a moderately strong relationship between organizational characteristics and organizational superiority. This result is supported by the second sub-research hypothesis arising from the first main hypothesis. There is a significant correlation between the organizational characteristics and organizational excellence.

### 1.3 Analysis of the relationship between the attributes of the processing chain and organizational excellence.

In Table (5), we note that the correlation coefficient between the attributes of the processing series and the regulatory excellence reached (0.129), which is a significant and insignificant correlation relationship at the significant level of Sig. (2-tailed) (0.34), which is at a significant level greater than (0.05). This result indicates a non-significant relationship between the characteristics of the processing chain and organizational superiority. This means rejecting this hypothesis, that is, there is no significant correlation between the attributes of the processing chain and organizational excellence.

#### Second: Test the effect between the search variables

This paragraph seeks to test the second hypothesis of research on the test of the influence between the variables of research: the capabilities of strategic innovation (independent variable) and organizational superiority (variable respondent) and the assumptions that are derived by using simple regression regression.

In order to test the validity of the second main hypothesis, if there is a significant effect on the capabilities of strategic innovation in organizational excellence or not, simple linear regression analysis was used and the results are as in Table (6) below.



**Table (6) Table of variance analysis of the regression equation of the capabilities of strategic innovation: in organizational excellence N = 55**

Hypothesis	Variables		F-test	significance Level Sig.(2-tailed)	Beta regression coefficient	The coefficient of determination R <sup>2</sup> % Interpretation of interpretation	
	Independent	Responder					
Secondary	1-1	Strategic learning mechanisms for dynamic capabilities	Organizational excellence	14.351	(0.009)	1.368	25.7%
	1-2	Organizational characteristics		15.680	(0.00)	1.625	29.4%
	1-3	Features of the processing chain		0.451	(0.50)	0.114	0.008%
Home	The capabilities of strategic innovation:		Organizational Excellence	16.567	(0.00)	1.719	34.8%
Acceptable Hypothesis			the number	Three hypotheses are significant among four hypotheses			

\*Source: Statistical analysis results using statistical programs spss v.25.

Table (6) shows the F-test values of the model as a whole. The value of the F-test for the effect of strategic innovation capabilities on organizational excellence (16.567), and by the Sig level, (2-tailed) \* (0.00), which means that there is a significant effect of the capabilities of strategic innovation in organizational excellence, and the value of  $\beta$  coefficient, which represents the value of the slope of the regression line (1.719), which is interpreted as the amount

The change in the value of the dependent variable when the change of one unit in the value of the independent variable, ie, increasing the value of the variable strategic innovation: capabilities of one unit will lead to a change of (1.719) in organizational excellence, and the value of the coefficient of determination (R<sup>2</sup>) of (0.348) (34.8%) of the variance in organizational excellence is explained by the strategic innovation: that entered the model, and (65.2%) is the difference explained by factors that did not enter the regression model.

Therefore, the second main hypothesis is accepted, there is a significant statistical effect on the capabilities of strategic innovation: in organizational excellence.

This is an analysis of the sub-effects of strategic innovation capabilities in organizational excellence at the sub-hypothesis level.

---

\* Note: The method used to interpret the results of the tests depends on the value of p-value or (Sig.) (2-tailed)), which is characterized by the fact that do not need to use distribution tables to reject or accept the hypothesis, and is calculated directly by the statistical program spss can be defined p-value or (Sig.) 2-tailed) as the lowest value for  $\alpha$  which rejects the null hypothesis. We reject the null hypothesis and accept the alternative hypothesis if p-value is less than  $\alpha$ . “Zaghloul, Saad Bashir, *Statistical Analysis Using SPSS*”, 2003 edition, p. 104.

\*\* The level of morale (0.05) (0.01) was adopted in the scientific aspect of this thesis for the purpose of conducting statistical tests for being accepted in administrative and scientific studies.

1.1 Analysis of the effect of strategic learning mechanisms on dynamic capabilities in organizational excellence.

To test the validity of the first sub-hypothesis arising from the second main hypothesis, Table (6) shows the test values of the strategic learning mechanisms of the dynamic abilities in organizational excellence which reached (14.351) (2-tailed) (0.009), meaning that there is a significant effect of the mechanisms of strategic learning on the dynamic capabilities of organizational excellence. The value of the coefficient of  $\square$  (1.368) is that the increase of the value of dynamic learning mechanisms of dynamic capabilities by one unit will result in a change of (1.368) (25.7%) of the variance in organizational excellence is a variance explained by the strategic learning mechanisms of the dynamic capabilities that entered the model, and (74.3%) is a variation Is explained by factors that did not enter the regression model Li in the second major hypothesis, there is no statistically significant effect of the moral mechanics of strategic learning capabilities dynamic in organizational excellence ..

1.2 Analyzing the effect of strategic learning mechanisms on dynamic capabilities in organizational excellence.

To test the validity of the second sub-hypothesis arising from the second main hypothesis, Table (6) shows the test-F values for organizational characteristics in organizational excellence which reached (15,680) (2-tailed) (0.00). This means that there is a significant effect on organizational characteristics in organizational excellence. The value of  $\square$  (1.625) is that the increase in the value of organizational characteristics by one unit will re-

sult in a change of 1.625 in organizational excellence. The value of the  $R^2$  (0.294), which means that 29.4% of the variance in organizational excellence is explained by the organizational characteristics that entered the model, and (70.6%) is explained by factors that did not enter the regression model. Therefore, the second sub-hypothesis is accepted within the second main hypothesis, there is a significant statistical effect of the properties Organizational Organization Excellence

1.3 Analysis of the impact of the attributes of the processing chain in organizational excellence.

To test the validity of the third sub-hypothesis arising from the second main hypothesis, Table(6) shows the test-F values for the processing chain characteristics in the organizational excellence which reached (0.451) (2-tailed) (0.50), which is insignificant at a significant level greater than (0.05). This means that there is no significant effect on the characteristics of the processing series in organizational excellence. Therefore, the third hypothesis is rejected within the second main hypothesis, Effect of statistical significance of the characteristics of the processing series in organizational excellence.

## Section 4 Conclusions and Recommendations

### First: Conclusions

1-To achieve processes of effective innovation must have the capabilities to enable the banking institution to achieve this. These capabilities are known as the strategic creative capabilities of the institution, which enable it to exploit its resources, optimize exploitation and continuous response to its external environment by adopting strategic learning mechanisms for dynamic capabilities, organizational characteristics and features of the processing chain.

2 - According to the results of the descriptive analysis of the variables of research, after the mechanisms of strategic learning of dynamic capabilities of great importance from the point of view of the respondents of the sample, followed by importance after the organizational characteristics in the second place.

3- The research has strengthened the relationship between the dimensions of strategic innovation capabilities in general and at the level of dimen-

sions. These are the two dimensions of the strategic learning mechanisms of dynamic capabilities and the organizational characteristics with the superiority of the organizations, confirming that the management of the bank is fully aware of the importance of introducing initiatives to change the traditional rules of competition, Adapts to its competitive environment and the global market, while recognizing risks and dealing with them in a manner consistent with the real developments in the local and global environment.

4 - The shares of both elements (the mechanisms of strategic learning of dynamic capabilities and organizational characteristics) of the independent variable plays a significant role in the superiority of organizations as a dependent variable, due to several reasons, including that the bank employs its potentials and techniques and methods of its approach to work to understand and absorb competing banks on a continuous basis and ways to enter For the market to uniquely identify its banking services, maintain its system, and manage appropriate risk mitigation processes rather than evaluating leadership initiatives for change.

5. The attributes of the processing chain have not yet played a significant role as an independent variable with the superiority of the organizations as a dependent variable. This is due to the constant tension between the departments in the processing of the banking service, which affects the development and presentation of ideas, weak adoption of new technology and introduction of new concepts of banking.

#### Second: Recommendations

1 - Encouraging Iraqi private banks to have a culture of openness and partnership with other institutions and banks, or strategic alliance with them in order to be able to adapt to unstable environmental conditions, rather than a closed culture. Spreading the culture of cooperation and sharing knowledge to improve the banking service and provide exciting value to customers.

2- Showing sustainability in facing challenges, through the Bank's dynamic capabilities such as capabilities of cognition, capacity and transference, which enables banks benefit from environmental data to build a way to manage business.

3- Using brainstorming method which contributes to create intellectual networks that sustain strategic creative capabilities through putting intel-

lectual maps in the minds of management leaders close the reality to help them deal with challenges the management of the bank face.

4- The managers of the concerned bank have to use their abilities to participate actively in analyzing and understanding environmental conditions, exploiting organizational opportunities, following a communication policy with all associations and ministries to encourage constructive cooperation and coping with environmental developments and sudden circumstances.

5 - The bank management should work hard to upgrade the knowledge portfolio to rebuild its capabilities, restore its structure, and redistribute resources to ensure its continuity and support its strategic response to external environments.

6- It's necessary to pay great attention to the organizational structure and organizational culture because they are important dimensions of organizational characteristics, through distributing responsibilities and authorities and identifying official relations and hierarchical levels.

7- It's necessary to increase the attention largely to the supplying series by enhancing positive relationships among departments in supplying banking service, which positively affect on developing and presenting ideas. It's also necessary to build relationships with customers and functional activities, and introduce new technology and modern concepts.

#### References :

1- Albecht, K. ,(2004) ,”Systematic program for Achieving organizational Focus and Alignment”, Executive whit paper. [www. Csmint .com/ bea- defined,htm](http://www.Csmint.com/bea-defined.htm).

2- Al-Massoudi ,M.A.B.(2007)”The Relationship between the Capabilities of Strategic Innovation: and Transformational Leadership Behavior and their Impact on Sustainable Competitive Advantage: An Analytical Study of the Views of a Sample of Teachers in Baghdad’s College of Jurisprudence”, Master’s Thesis, Faculty of Management and Economics, Baghdad University, Iraq. .

3- Al-Naqqar ,A. H. A. D. (2008), “Organizations excel in the framework of the link between social capital and knowledge management systemsAn applied study of the performance of senior leaders in the Ministry of Electricity, “unpublished doctoral thesis submitted to the Board of the Faculty of Management and Economics at the University of Baghdad, which is part of the requirements to obtain a Ph.D. degree in public administration, Baghdad University, Iraq.

- 4- Bashaio, H. A., Al-Barwari, N. A. M., and Ishouni, M. A., (2012), "Institutional Excellence Quality Introduction and Best Practices - Principles and Application, Dar Al Warraq Publishing and Distribution, First Edition, Amman – Jordan.
- 5- Berghman, L., (2006), "Strategic Innovation Capacity a Mixed Method Study on Deliberate Strategic Learning Mechanisms", RSM Erasmus University Rotterdam, Prof. dr.S.W.J, Lamberts
- 6- Carter. J., (2007), "organizational excellence cook book" , 1sted , north Carolina department of environment & natural resource united state of America,.
- 7- Covindarajan V.& Trimble C.,(2004), "Strategic Innovation and the Science of Learning"MIT,Sloan Management Review.
- 8- Davis , F. R,(2001), "Strategic Management", 5th ed, by Hall, Inc. ASimon & Schuster Company, New Jersey, 2001.
- 9- Dess ,G. Lumpkin ,T. &Eisner ,.B (2007), " Strategic management " McGraw -Hill New York. U.S.A.
- 10- Dulaimi, A. A. O., (2009) "The Effect of Strategic Innovation: and Social Capital in Building Sustainable Competitive Advantage Analytical Study in a Sample of Iraqi Private Banks", unpublished Master Thesis submitted to the Board of the College of Management and Economics at Baghdad University Requirements for obtaining a Master of Science Degree in Business Administration, University of Baghdad, Iraq.
- 11- Frinch, J., (1996), "Marketing Principles", 2th Ed, Research and Education Association, New Jersey.
- 12- Govindarajan ,V.&Trimble ,C.,( 2005) , " Strategic Innovation and the
- 13- Govindarajan V. and Trimble C.; (2004) ,"Strategic Innovation and the Science of Learning", MIT, Sloan Management Review.
- 14- Hamwandi, W. A.K., (2013), the role of intellectual intelligence in the superiority of university performance in the framework of decision-making methods, field research of a sample of administrative leaders at the University of Mustansiriyah "unpublished master thesis, Baghdad University - Faculty of Management and Economics, Iraq.
- 15- Hitt, M.A., Ireland, D.R. &Hoskisson, R.E., (2003), "Strategic Management Competitiveness and Globalization" 5th Ed, by South Western, USA.
- 16- Hussein, S. M. (2007), "Organizations excel in the framework of the link between social capital and knowledge management systemsAn applied study of the performance of senior leaders in the Ministry of Elec-

tricity, “unpublished thesis presented to the Board of the College of Management and Economics at the University of Baghdad, which is part of the requirements for obtaining a Ph.D. degree in public administration, Baghdad University, Iraq.

17- Ivancevich, J. M. (2005), *Organizational Behavior and management*, 7th ed, McGraw-Hill Irwin.

18- Kamouna, A. A.A., (2016) “The Influence of Leadership Patterns and the Strategy of Knowledge Management in Organizational Excellence”, unpublished doctoral dissertation, Baghdad University-Faculty of Management and Economics, Iraq.

19- Lawson, B. & Samson, D. (2001). “developing innovation capability in organizations: a dynamic capabilities approach” *International Journal of Innovation Management* Vol. 5, No. 3.

20- Markides, C. (2000), “Strategic Innovation”, *Sloan Management Review*.

21- Pitts, R. T. A & Lei, David, (2003), “Strategic Management Building and Sustaining Competitive Advantage”, West Publishing Company, New York.

Review, Vol. 38, No. 3.

22- Saswati, (2008) “The Seven Dimensions of Strategic Innovation”, [www.onesixsigma.com/article/sevendimension-of-strategic-innovation](http://www.onesixsigma.com/article/sevendimension-of-strategic-innovation).

25- Schienstock, G. (2009). “Organizational Capabilities: Some reflections on the concept”. University of Tampere April. [www.iareg.org/fileadmin/iareg/media/papers/WP\\_IAREG\\_1.2c.pdf](http://www.iareg.org/fileadmin/iareg/media/papers/WP_IAREG_1.2c.pdf).

Science of Learning”, MIT, *Sloan Management Review*.

23- Tariq, T., (2013), “The Effect of Adopting Innovative Marketing Processes in Achieving Strategic Innovation: Capabilities - An Analytical and Comparative Analysis Study of the Opinions of a Sample of Managers of the Two Telecommunications Companies, Asia-Sale and Zain Iraq”, presented to the Board of the Faculty of Management and Economics at Karbala University As part of the requirements of the degree of Master of Business Administration Sciences, University of Karbala - Iraq.

24- Taylor, L & Dess, G. Lumpkin, T. (2005), “Strategic management” McGraw-Hill New York. U.S.A.

25- Waler, C. (2010). “How does absorptive capacity influence the organization and evolution of dynamic capabilities” Thesis submitted for MPhil, Cranfield School of Management.

26- Wheler, B. C. (2002). “NEBIC: A Dynamic Capabilities Theory for Assessing Net-enablement”. *Information Systems Research*, 13(2).

27- Zaidi, N. J., (2006), *The relationship between the behavior of or-*

ganizational citizenship and transformational leadership and their impact on the superiority of banking organizations, an analytical study, a dissertation PhD unpublished business philosophy, Faculty of Management and Economics - Baghdad.





**UNIVERSIDAD  
DEL ZULIA**

---

**opción**

Revista de Ciencias Humanas y Sociales

Año 35, Especial N° 21, (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.  
Maracaibo - Venezuela

[www.luz.edu.ve](http://www.luz.edu.ve)

[www.serbi.luz.edu.ve](http://www.serbi.luz.edu.ve)

[produccioncientifica.luz.edu.ve](http://produccioncientifica.luz.edu.ve)