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# **STRATEGIC PASSION AND ITS ROLE FOR ACHIEVING STRATEGIC SUPERIORITY THROUGH STRATEGIC COMPETENCIES - AN INVESTIGATION OF THE OPINIONS OF A SAMPLE STAFF MEMBER IN THE TRADE BANK OF IRAQ (TBI) IN NAJAF**

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## **Abstract**

The current study aims to demonstrate the role that strategic passion can play in achieving strategic superiority through the essential capabilities of organizations. In all aspects of life, the Trade Bank of Iraq in the province of Najaf was adopted as a study community, and the study population reached (225) employees who hold a preparatory certificate or above. The entire community was chosen to reach accurate results, and the programs (SPSS.V.28), (AMOS.V.25) and (Microsoft Excel 2010) were used in the statistical analysis processes, and the study adopted the analytical approach in its research method, and it included three variables. The independent variable is strategic passion, and it contains two dimensions (pioneering passion, passion for adventure). The study also adopted three dimensions for the dependent variable strategic superiority (area of influence, competitive pressure, competitive formation), while the intermediate variable had Strategic competencies, five dimensions as well, which are (strategic awareness). Achieving stakeholder goals, organizational change capabilities, administrative capabilities, and problem-solving capabilities). Where the study reached many theoretical and practical conclusions that were conducted on the axes of the study, and by distributing the questionnaire to the respondents, the answers of the researched sample were reached from as the employees of those companies to the availability of strategic passion leading to the development of the strategic superiority of workers through the intermediate variable Strategic competencies.

**Keywords:** strategic passion, strategic superiority, Strategic competencies, employees of the Trade Bank of Iraq (TBI) in Najaf.

## **Introduction**

Organizations generally seek to ensure survival in the business environment and to achieve success, distinction, and permanent excellence in business, and for this, organizations perform their work according to a specific context in an attempt to streamline this business and work on that by increasing the strategic passion of workers and strengthening it through By working on the mental status of it with customers, and trying to get out of the shell of performing the task, as organizations work, to use their strategic tools, mechanisms, and techniques that help achieve the goals that organizations seek to achieve.

Strategic superiority is the basis for the success of projects, as it represents the competition adopted by organizations that are looking for excellence and that possess a set of strategic capabilities that enable them to produce new ideas and capabilities that support the organization and contribute to expanding its market share and maximizing its strengths and placing it in a position that enables it to seize the right opportunity and outperform it. competitors (Kroenig, 2018: 60).

Passion today is seen as unequivocally positive, especially in the field of entrepreneurship. It is about the pursuit of stretched goals, strong will, courage, perseverance, a high level of initiative, and a willingness to work long hours. If you are not passionate about something, there is no point. From doing so (Obloj, 2013:10)

The problem of the study in the Trade Bank of Iraq (TBI) in Najaf at present is embodied in the need to search for means and tools that contribute to facilitating business and improving the services provided to reach and maintain strategic superiority. Therefore, strategic passion is exploited in supporting strategic superiority through its core ability in addition to Supporting it with important variables represented by the dimensions of Strategic competencies (strategic awareness, achieving stakeholder goals, organizational change capabilities, administrative capabilities, and problem-solving capabilities).

## **1- Research methodology**

### **1-1- Research problem**

Companies carry out their activities in an unstable environment, their main factors change continuously as a result of the competitive activities carried out by competitors, which generates great pressures that affect their sales and necessitate them to increase their strategic awareness of what is going on around their external environment for the purpose of achieving strategic superiority in the long term by employing their ability to change and its other administrative capabilities to solve problems and face crises that we may encounter as a result of its inability to market services that are in line with customer requirements and outweigh the quality of services offered by competitors in the markets in which they operate, and then these companies should achieve the optimal use of their strategic capabilities and thus achieve strategic superiority that contributes In increasing the level of its sales and its market share through the use of modern marketing methods that enable it to retain the current customer, stimulate the potential, and achieve all the marketing and strategic goals that enable it to remain in the labor market. In light of the aforementioned, the issue with the study is lies in the following main question:

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Does the use of strategic passion help in achieving strategic superiority through the strategic capabilities of the Iraqi Trade Bank in Najaf?

### **1-2- aims of the study**

The primary goal the current study attempts to identify and examine the connection between strategic passion, strategic superiority, and Strategic competencies in light of the study's questions and topic. The research aims to accomplish several of the following sub-goals, which can be identified through this objective:

1. Diagnosing and analyzing the situation of strategic passion, strategic superiority, and Strategic competencies in the Trade Bank of Iraq (TBI) in Najaf, under study.
2. A description of the nature of the connection between strategic superiority and core competences in the bank under consideration.
3. Determine the nature of the relationship between strategic passion and strategic superiority through the Strategic competencies of the bank under discussion.
4. attempting to develop a set of suggestions for putting into practice the strategic passion in achieving strategic superiority through the Strategic competencies in organizations generally and the bank specifically.

### **1-3- How important research is**

The significance of the research is highlighted by:

1. The introduction is a fictitious model that takes into account how three variables relate to one another highlights the significance of the research. (strategic passion, strategic superiority, and Strategic competencies).
2. The variables (strategic passion, strategic superiority, and Strategic competencies) are some of the key elements that have a direct impact on the atmosphere of modern corporate enterprises.
3. Determining how Strategic competencies function as a mediating factor in the link between Strategic Passion and Achieving Strategic Superiority.

### **1-4- A possible research plan**

Three categories of variables are included in the default search schema:

1. According to Al-Abadi and Al-Mousawi (2020), the independent variable "strategic passion" comprises "pioneering passion" and "adventure passion."
2. The influencing factor: (Strategic competencies): It contains. (strategic awareness, achieving stakeholder goals, organizational change capabilities, administrative capabilities, and problem-solving capabilities) (Al-Kilabi et al., 2019).
3. The dependent variable: (strategic superiority): includes (area of influence, competitive pressure, competitive formation) (Rashid and Matar,2020).

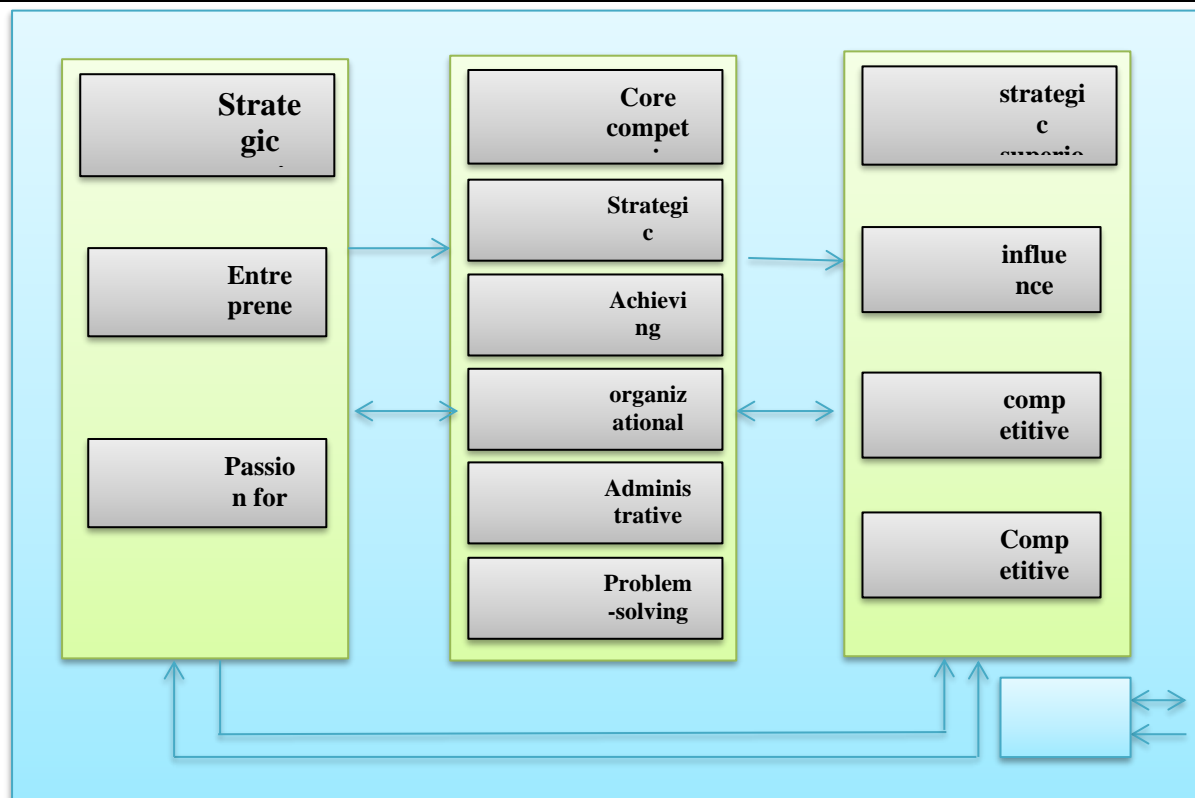


Figure 1 shows a potential research plan.

## 1-5 - Research Hypotheses

The current study addressed the following hypotheses based on the connections depicted according to the hypothetical plan shown in Figure 1 previously:

The initial primary theory

(H1): Strategic passion has a significant effect on Strategic competencies.

The second main hypothesis (H2): Intrinsic capabilities significantly affect strategic superiority.

The third key hypothesis (H3): There is an impact link that is both positive and substantial between strategic passion and strategic superiority through intrinsic capabilities.

## 1- Literature review

### 2-1- The concept of strategic passion

Passion in the sense of intense commitment to work is understood as a sensitive openness to social and environmental concerns. Entrepreneurs who find themselves under the pressure of competition in the market, facing advantages or disadvantages, depend critically on the level at which their passion is activated. Competitive advantages are possible if innovators are involved. (Beckmann et al, 2012:4). For years, researchers, organizations, and leaders have been grappling with the challenge of how best to create a stimulating work environment, create inspiration, and maximize passion for work. That strategic passion was a major factor in creating customer dedication and organization dynamism (Zigarmi et al, 2010:1).

Table (1) shows a set of concepts related to the strategic passion variable, according to the opinions of a group of writers and researchers:

Table (1) Some concepts of strategic passion

	the source	Concept
1	Obloj,2013:10	It is the devotion to some activity for its benefit. It is the love of the game, the pleasure of hunting, and the mad pursuit of an idea
2	Patel et al,2015:1	Especially in view of the increased environmental complexity, it is a voluntary desire and an uncontrollable inclination to engage in an activity that results in the creation of more job chances.
3	Zollo et al,2020:5	It is what can be reached consciously. It is intense positive feelings that are experienced through participation in business activities associated with meaningful and prominent roles. It is a strong and positive feeling derived from the strong definition of specific business activities.
4	Yang et al,2021:8	It is a positive stimulus to create a strategic impulse that changes the attitude, appropriate decision-making methods, methods, process, and practice toward business behavior at the enterprise level.

The table was created by the academic in accordance with the literature.

## 2-2 Dimensions of strategic passion:

Based on the study (Al-Abadi and Al-Moussawi, 2020), the dimensions of strategic passion consist of two dimensions (pioneering passion, and adventure passion) as follows:

### 1-2-2- Entrepreneurial passion

He sees (Al-Abbadi and Al-Musawi, 2021: 71) In studies related to commercial passion, the activities inherent in the entrepreneurial process tend to work as an object of business passion. He argues that strategic passion is related to identifying and exploring new business opportunities and establishing and developing existing businesses.

The intense good feeling that comes from engaging in entrepreneurial activities that are connected to significant and visible roles is known as entrepreneurial passion. The zeal for incorporation that goes along with the tasks of gathering and fostering the fundamental social, financial, and human resources necessary to found a new firm is provided by the entrepreneurial passion. It also involves innovation, creating fresh goods and services, looking for fresh market opportunities, and working with fresh prototypes. The employment of new staff, expanding sales, or locating outside investors are all related with a great enthusiasm for development to grow and expand the business (Yang, 2021:7).

### 2-2-2- Passion for adventure

Studies have demonstrated that mixed emotions have a strong positive association with risk perception and can therefore cause cautious conduct, which has an impact on the business and employers in terms of risk (Yang, 2021:8). Although there are significant risks associated with environmental dynamism (i.e., the rate of change, instability, and unpredictability in the environment) and environmental complexity (i.e., heterogeneity and dispersion in the environment), there are also times when people have a strong sense of adventure and a high

level of risk tolerance. likewise striving to take advantage of chances to enhance performance. A love of exploration also aids in completing difficult objectives, It encourages the pursuit of these objectives through conscious practice. A love of exploration also gives one more energy and drive to perform better than others, and it ensures a strong commitment to handling unforeseen occurrences and deviations from an action plan that may otherwise result in subpar performance. In addition, it addresses a low tolerance for failures, which may affect overall performance (Patel et al., 2015:2-3).

### **2-3- The concept of Strategic competencies**

As a result of the continuous and rapid transformations that emerged at the end of the twentieth century, the companies' orientation and vision were towards strategic capabilities, as the capabilities contribute to addressing the misunderstanding and thinking that appears as a result of not paying attention to the scarcity of available resources, difficult-to-implement strategic goals, and the inability to identify urgent strategic problems and adopt long-term strategic goals. (Torbeyns et al., 2002:275).

(Kuen & Heng, 2017:2) indicated that capabilities are the complete knowledge, abilities, skills, and attitudes necessary for a leader in a rapidly changing environment.

From the viewpoint of (Sparrow & Hodgkinson, 2006:1-7), strategic capabilities represent the ability of companies to acquire knowledge and information related to the company's long-term survival and well-being, using a method based on its resources. These capabilities represent at the higher level the distinction of individual and organizational characteristics, which have been Configure appropriately to enable the company to know the weaknesses in companies that indicate the need for change and action, thus reducing the risks of cognitive bias, and understanding the development of strategic capabilities is more than just training, and strategic capabilities are the ability to deal with urgent problems and find solutions to the company's problems.

### **2-4- Dimensions of Strategic competencies**

According to (Al-Kalabi et al., 2020: 12), the basic dimensions of strategic capabilities were identified in five main dimensions, which are (strategic awareness, stakeholder satisfaction capabilities, organizational change capabilities, functional capabilities, and problem-solving capabilities), which we will adopt in measuring this variable and explain it in detail As below:

#### **2-4-1- Strategic Awareness:**

Refers to the effective implementation of strategies based on the assumption that the organizational members have a common and clear understanding of the content of the current strategies that senior management seeks to accurately implement (Dyczkowska & Dyczkowski, 2015: 2-15). Strategic awareness expresses wisdom, friendliness, and open awareness, which moves away from cognitive biases and distortions to move to involve individuals in emotions/feelings, ideas, and activities / in building logical perceptions about the nature of the future to reach positive results as a result of deepening the correct understanding towards what It happens to the company to reduce unexpected external problems, (Dibrell & Allen,2012:4).



#### **2-4-2- Stakeholder Satisfaction Abilities:**

It includes the aspiration of senior management to achieve the goal of the main stakeholders and prevent them from questioning the company's ability to achieve their goals by making achieving organizational and strategic goals a priority by increasing their returns and implementing successful strategic plans consistent with their directions and working to apply their views that can be used in achieving their goals and the goals of the company (Horn, 2008:12-13).

It is one of the components of organizational sustainability in companies, which can be achieved by exploiting valuable, exceptional, and irreplaceable organizational resources (VRIN), which when achieved can build competitive advantages, which will lead to sustainable value and operational results, and thus the ability to achieve stakeholder satisfaction, interests, desires and response to events. Critical and Evaluation Activities and Results (Abolghasemi et al., 2018:2).

#### **3-4-2- Organizational Change capabilities:**

It expresses the company's ability to bring about fundamental changes that enable it to implement effective strategies commensurate with its ability to achieve effective adaptation to the dynamics of the external environment, which is characterized by instability as a result of the steady change in its economic, social, cultural and technological factors due to the activities carried out by competitors to achieve strategic stability as well as express Organizational change capabilities about the company's ability to use its organizational and strategic capabilities to be able to adapt with the external environment through the implementation of structures and processes aimed at implementing strategic priorities that enhance the company's ability to implement its short, medium and long-term goals and limit the sudden activities of competitors (Fiss & Zajac, 2006:173).

Individuals must also carry out organizational change management tasks in the company, and build their capabilities in the work of change management, by working directly with the organizational change management team in the company (Guide, 2014: 2-5).

#### **4-4-2- Managerial Competences:**

It expresses the rare features that characterize the company and that lead to achieving superior performance, and include the individual's knowledge, skills, intellectual patterns, social roles, capabilities, and other advantages that workers can use to achieve outstanding performance, manage the workplace, developing employee performance, assuming responsibility, effective communication, and keeping promises with Subordinates to make them more powerful, creativity and perseverance to the individual quickly and refine the additional skills they have (Arditi et al., 2013:2).

Administrative capabilities are one of the important tools for managing human resources that aim to achieve the strategic objectives of the company. This means the behavior necessary to reach the desired level of performance of the manager, as well as the effective management of the company by expanding the business potential of managers and thus the possibilities of dynamic development of work teams and the company as a whole. Administrative capabilities are a key factor for success and achieving a competitive advantage (Hana et al., 2012:4).

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#### **2-4-5- Solve Problems competence:**

It indicates the extent of management's ability to solve problems and avoid crises to reduce failures that appear as a result of weaknesses in the control, analysis, and review processes of the operations it carries out to reduce internal weaknesses and address unexpected threats from the external environment as a result of the practices of the company's competitors (Beckmann& Scherer,2014:1).

Problem-solving capabilities practically express solutions, their definition, evaluation, and implementation. Organizational inputs can be translated into valuable outputs for the product and service. Companies with capabilities may create the ability to solve problems and achieve a superior competitive advantage. They may enable companies to develop new services in the market and solve customer problems. Their success depends. Significantly develops its competence in identifying and solving customer-specific problems, such as the dusty conditions in most of its customers' environments. Problem-solving capabilities are viewed as solutions that translate organizational inputs into valuable outputs in the new product development process (Gima & Wei,2011:1).

#### **2-5- The concept of strategic superiority**

In order to reach high capacities in dealing with external variables and situations, organizations must combine management aspects and be built in a superior fashion, according to the philosophy of the concept of excellence in the degree of institutional performance. Additionally, "performance excellence" refers to a coordinated strategy for managing performance that results in consistently delivering value to stakeholders and consumers, establishing strategic sustainability(Bernardo et al.,2022:32).

It can also be said that while definitions of strategic excellence refer to institutional excellence externally, i.e., its commitment to sustainable development to satisfy and enhance customers and be self-sufficient, definitions of performance excellence place a greater emphasis on managing the organization's performance internally. Higher profitability. This description is in line with that of (Kroenig, 2018: 60), who described it as the capacity to balance and coordinate the organizational, operational, and strategic components of integration and interdependence in order to attain better rates of efficiency. It also believed that in order for enterprises to have strategic reach and superiority, they must possess strategic superiority.

While (Aldarmaki, 2022:23) described strategic superiority as the fusion of various strategies towards a particular state of competition and influence, as well as the capacity to establish the rules of the game and demonstrate control shortly thereafter, and added that strategic superiority is a unique kind of power whose influence exceeds the scope, which companies know how to use, rather than just own it, that understanding and defining strategic superiority is through the fact that commercial enterprises know how to use it, rather than just own it, (Schuster, 2018:5).

#### **2-6- Dimensions of strategic superiority**

The dimensions of strategic superiority are (area of influence, competitive pressure, and competitive formation) and are the most appropriate for the current study. My agency (Rashid and Matar, 2020):

##### **2-6-1- The area of influence**



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The goal of circles of influence is to advance, uphold, and safeguard the organization's reputation. To achieve a position of strategic dominance, it is crucial to identify the regional, national, and worldwide arenas in which decision-makers aim to create leadership.

Influence is the ability to change the beliefs and events of others, which enhances the number of listeners to the organization's message. In the field of business, the area of influence is the individuals and activities that the organization serves and the community in which it resides. And those are the ones who can reach its message. The sphere of influence includes all the markets in which it has the largest market share.

As the researcher defines it procedurally: the sphere of influence is the individuals and activities that serve the organization and the society in which it resides. The areas of influence are there to support, defend, and safeguard the standing of the organization.

### **2-6-2- Competitive pressure**

It is the only challenge to growth that the organization must face. Competitive pressure, on the other hand, refers to the condition of fierce competition between businesses operating in a certain market, where it is challenging to capture the right chance to add value for customers because of the competitive pressures they are exposed to by other businesses. The larger the geographic product or market overlap, the more pressure they put on one another. The researcher, in turn, explains the competitive pressure: which is the Intense rivalry amongst businesses in a given market makes it challenging for them to capture the right opportunities for their clients because of the pressures of the market.

### **3-6-2- The competitive formation:**

In order to build an industrial structure of alliances, objectives, and shared spaces that reflects the organization's vision of competitiveness in the market, the competitive strategy's component diversity must be increased.

Competitive formation begins when translating the organization's vision and way of thinking, which is fully consistent with the elements of competitive formation, and the vision determines the organization's desire to define the comprehensive competitive space. How many forces must they compete with and the position and strength of each of these competitors?

### **3- The practical side**

The questionnaire was the main instrument used to collect the data for the current study. It was based on a five-point Likert scale from strongly disagree to strongly agree to determine the respondents' answers. Given the importance of the measurement instrument in every study that applies the Empirical Approach as a method, a corresponding quality test utilizing a set of methodologies represented by (apparent validity, constructive validity, and reliability) is required.

### **3-1- Response rate**

For the period of (from 6/5/2023 for 6/6/2023), the academic distributed immediately (217) questionnaires to the entire community, selecting a random sample of all Trade Bank of Iraq (TBI) staff in Najaf who hold a preparatory certificate or above. After retrieving (210)

questionnaires, It had been found that the quantity questionnaires applicable to statistics analysis was 217.

### 3-2- Describe the respondents' demographic characteristics:

Several respondents who fit certain demographic criteria (gender, age, level of education, place of employment, and the amount of years of service) were given the current study questionnaire. (2) An explanation of the respondents' working respondents' demographic characteristics in the Trade Bank of Iraq (TBI) in Najaf Al-Ashraf.

Table (2) describes a sample of respondents working in the Trade Bank of Iraq (TBI) in Najaf

Gender									
Male						Female			
144		69.6%				67		30.4%	
the total						207			
the age									
30 and under		31-40		41-50		51-60		60 and over	
51	24.6%	75	36.2%	42	20.3%	28	13.5%	11	5.3%
the total						207			
Social Situation									
Married						Single			
147		71.0%				60		29.0%	
The total						207			
Years of service									
1-7 years		old 8-11 years		old 12-22 years		old 23-27 years		old 28-35 years old	
28	13.5%	55	26.6%	65	31.4%	46	22.2%	13	6.3%
the total						207			

Source: prepared by the researcher.

### 3-3- The study's evaluation tool's validity and dependability are outlined below:

The guarantee that the outcome will be the same if the tool is used again on the same sample at a different time is called reliability. Additionally, it alludes to the size of the study scale and the consistency of the results. The range between zero and the appropriate number is where the scale's value is most stable. According to studies (Nunnaly & Bernstein, 1994), the stability coefficient has been established using the (Alpha Cronbach) method in order to be recognized statistically in administrative and behavioral research. An acceptable value is one that is over 70%. It became clear after running the test that each axis had produced good findings, both individually and collectively, as shown in Table (3).

Table 3 shows the reliability and validity of the research scale.

Dimensions	The number of paragraphs	The coefficient of stability	The coefficient of honesty
Strategic Passion (SPA)	10	93.7%	96.8%

Entrepreneurial Passion (ENP)	5	90.9%	95.3%
Adventure Passion (ADVP)	5	88.8%	94.2%
Strategic competencies (COC)	20	95.7%	97.8%
Strategic Awareness (SAW)	4	90.4%	95.1%
Achieving stakeholder goals (ASG)	4	88.1%	93.9%
Organizational Change Capabilities (OCC)	4	81.4%	90.2%
Administrative Capabilities (ADC)	4	84.0%	91.7%
Problem-Solving Abilities (PSA)	4	86.2%	92.8%
Strategic Supremacy (SSU)	15	95.9%	97.9%
Influenced Area (INA)	5	90.7%	95.2%
competitive pressure (CPR)	5	90.6%	95.2%
Competitive Formation (CFO)	5	92.5%	96.2%

The investigator had prepared the source. with the help of the outputs of SPSS.28

### 3-4- Data from study variables are described, diagnosed, and analyzed using descriptive statistics.

The researcher makes an effort to ascertain the reality, magnitude, and significance of the study variables—Strategic Excellence (SSU), Strategic Excellence (SPA), and Intrinsic Capabilities (COC)—among the Trade Bank of Iraq (TBI) staff in Najaf based on replies from (207) observations. Whether at the level of the dimensions or the sub-level for each item in the questionnaire, or the level of the primary variables under investigation, the researcher relied on Likert scores of five to gauge the opinions of the sample and used the numbers mean of their responses, their percentages, and their the average deviation.

#### 3-4-1- Analysis of the Strategic Passion Variable (SPA) on a Descriptive Basis:

The statement "Our bank believes that passion leads to more adventure and this is consistent with investors' estimation" appeared in the final sequence, with a mean of (4.15) and an average deviation of (.895) that is higher than the hypothesis. In the first sequence, the sentence "Our bank's pioneering passion is rooted in its daily activities" appeared with a mean of (4.32) at a high level and an average deviation of (.721), however the second sequence's statement "Our bank's pioneering passion is rooted in its daily activities" did not.

No values are omitted, and the torque and smoothing coefficient values are nearly nil. indicating that the strategic passion variable (SPA), the independent variable, has a normally distributed distribution across all of the sentences.

A descriptive study of the Strategic Passion Dimensions (SPA) components is shown in Table 4.

code	Paragraphs	Mean	S. D	Arr	Skewn	Kurtosis
enp1	Our bank's entrepreneurial passion is rooted in its daily activities.	4.32	.721	1	-1.114	1.092

enp2	Our bank seeks to explore opportunities for new projects and works to establish and develop these projects.	4.24	.777	5	-.733	-.030
enp3	Our bank pursues its pioneering passion in providing its services.	4.31	.759	2	-1.068	1.394
enp4	Our bank recognizes that its entrepreneurial spirit is a critical factor in understanding the cognitive and motivational elements of its operations.	4.27	.888	3	-1.263	1.386
enp5	Our bank believes that her entrepreneurial passion is the link between her performance and the outputs of her work.	4.26	.842	4	-1.167	1.453
advp1	Our bank is adventurous in organizing its strategic projects.	4.23	.795	6	-1.073	1.404
advp2	Our bank adopts harmonious passion as a mediator between the orientation of autonomy and career creativity.	4.21	.815	7	-.705	-.257
advp3	Our bank realizes that its strategic passion leads to greater levels of perseverance and understanding in its activities.	4.18	.860	9	-1.047	1.109
advp4	Our bank believes that passion leads to more adventure and this is in line with the appreciation of investors.	4.15	.895	10	-1.089	1.010
advp5	Our bank understands that a passion for adventure allows it to navigate its dynamic environment and navigate the turmoil and uncertainty in it.	4.20	.856	8	-1.191	1.575

The source was created by the academic in accordance with the program (SPSS.V.28).

Table (5) displays the results for the variable Strategic Passion (SPA) in terms of the numbers mean, the average deviation, and percentage. It is obvious that the aforementioned variable had a lot of responses because the entrepreneurial passion (ENP) scored highest because it earned the highest values, and the numbers mean was (4.23), with a the average deviation of (0.66), which shows the deviation of the values from the numbers mean, with a percentage of 84.7%. The employees of the Trade Bank of Iraq (TBI) in Najaf Al-Ashraf showed an average interest in the components of strategic passion, while passion for adventure (ADVP) placed last because it has the lowest values. The following is a presentation of the most significant findings related to the results of the sample regarding Each dimension of the variable (Strategic Passion (SPA)):-

Table 5 - Descriptive research of the Strategic Passion Dimensions (SPA).

dimensions and variables	Mean	S. D	The ratio's relevance	C.V	Arr	Skewness	Kurtosis
Entrepreneurial Passion (ENP)	4.28	0.68	85.5%	16.0%	1	-0.955	0.862
Adventure Passion (ADVP)	4.19	0.70	83.8%	16.8%	2	-0.701	-0.107

The source was created by the academic in accordance with the program (SPSS.V.28).

### 3-4-3- Analysis of the Strategic competencies Variable (COC) in a descriptive manner

The statement (Our bank's management uses advanced technology that is more advanced than what its competitors use.) According to Table 8's findings, occurred in the first sequence. with an numbers mean of (4.27) at a high level, with a the average deviation of (.812), while The statement (Our bank's management is continuous participation with its members to reduce the emergence of crises in the future) appeared in the last sequence, with an numbers mean of

(4.04), with and this indicates that the Trade Bank of Iraq (TBI) leadership in Najaf Al-Ashraf gives Strategic competencies (COC) a high priority.

Because there are no values missing, Table (8) demonstrates that all values are appropriate for analysis. and the values of all torsion and flattening coefficients are very close to zero. As a result, a group of regularly spaced paragraphs make up the intermediate variable, the Core Competencies (COC) variable.

Table (8) Descriptive study of the Strategic competencies (COC) variable's dimensions

Code	Paragraphs/ management of our bank	Mean	S. D	Arr	Skewness	Kurtosis
saw1	Follow the continuous change in the factors of the external environment to reduce them.	4.25	.866	3	-1.044	.639
saw2	It uses advanced technology that exceeds what its competitors use.	4.27	.812	1	-1.116	1.559
saw3	Follow up on the activities and all the activities of the competitors	4.26	.874	2	-1.052	.576
saw4	It uses its scarce resources (material and human) to improve its competitive position in the market.	4.24	.791	4	-.735	-.149
asg1	She communicates with customers to persuade them to buy her products (goods and services).	4.06	.933	19	-.732	-.191
asg2	She has a quick response to inquiries posed by her employees, customers, and business organizations without hesitation.	4.17	.841	10	-1.080	1.395
asg3	It seeks to clarify the quality of its products (goods and services) to the customer.	4.12	.879	13	-.791	.135
asg4	Offering products (goods and services) that are in harmony with the surrounding environment.	4.12	.943	14	-1.181	1.283
occ1	It uses the capabilities of its employees to develop its products (goods and services).	4.23	.850	5	-.895	.280
occ2	It seeks to increase its capabilities to improve its general performance.	4.12	.812	15	-.938	1.046
occ3	It constantly reviews its plans to improve its ability to grow and stay in the market.	4.09	.792	17	-.875	1.387
occ4	Seeking to change its plans to reduce internal turmoil.	4.09	.860	18	-1.047	1.687
adc1	Choose workers who can complete their tasks accurately.	4.11	.877	16	-1.309	2.644
adc2	It motivates its employees to plan and take initiative toward solving work problems.	4.22	.875	6	-1.634	3.664
adc3	It motivates its employees to develop their skills and creativity at work.	4.21	.819	8	-1.098	1.595
adc4	It encourages its workers to express ideas to improve production.	4.13	.846	12	-.980	1.121
psa1	Study the causes that lead to the emergence of problems in preparation for treatment.	4.15	.798	11	-.981	1.548
psa2	It consults the opinions of its members about working conditions to improve them.	4.21	.790	9	-1.053	1.426
psa3	It adopts systems of wages and rewards that are distributed fairly among its employees to reduce some of their financial problems.	4.22	.748	7	-1.081	2.006



psa4	Continuous participation with its members to reduce the emergence of crises in the future.	4.04	.841	20	-.963	1.460
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**The source was created by the academic in accordance with the program (SPSS.V.28).**

This is clear from. the statistical indicators listed in Table (9) show a relationship between the results for the variable "Strategic competencies (COC)" "numbers mean, the average deviation, and percentage."

Strategic awareness (SAW) came in first because it acquired the greatest values, with the numbers mean reaching (4.16, with a the average deviation of (0.62), which reveals the divergence of the values from the numbers mean, with a percentage of 83.3%). While achieving stakeholder objectives (ASG) placed last since it received the lowest values, the following is a presentation of the most significant findings in relation to the results of the sample to each variable's CoC dimension: -

Table (9) The ratio's relevance Detailed examination of the dimensions of Strategic competencies (COC)

Mean	S. D	The ratio's relevance	C.V	Arrangement	Skewness	Kurtosis	Mean
Strategic Awareness (SAW)	4.25	0.74	85.0%	17.3%	1	-.843	.264
Achieving stakeholder goals (ASG)	4.12	0.77	82.3%	18.8%	5	-.885	.777
Organizational Change Capabilities (OCC)	4.13	0.66	82.7%	16.1%	4	-.476	-.147
Administrative Capabilities (ADC)	4.17	0.70	83.4%	16.9%	2	-1.202	2.900
Problem-Solving Abilities (PSA)	4.16	0.67	83.1%	16.1%	3	-.892	2.079
Strategic competencies (COC)	4.16	0.62	83.3%	15.0%		-.752	.837

**The source was created by the academic in accordance with the program (SPSS.V.28).**

#### 2-4- The Strategic Superiority Variable (SSU)'s descriptive research

According to Table 6's findings, the sentence "our bank has a coherent area of influence in the field in which you work" appeared in the first sequence The statement "our bank is distinguished in its ability to constantly change the rules of the competitive game" appeared in the last sequence with a numbers mean of (4.06) and a the average deviation of (.842), which is higher. This is in contrast to the previous sequence, which had a numbers mean of (4.31) at a high level and a the average deviation of (.789).

There are no values omitted. in Table (6), Hence all twist and smoothing parameters are close to zero, showing that the dependent variable, the strategic superiority orientation variable (SSU), is distributed evenly throughout all paragraphs.

Table (6) Descriptive study of the strategic superiority variable's (SSU) dimension scores

code	Paragraphs: our bank	Mean	S. D	Arr	Skewness	Kurtosis
ina1	Has a cohesive area of influence in the field in which you operate.	4.06	.842	15	-.858	.904

ina2	Adopts a special strategy for each geographical area of influence.	4.10	.873	13	-.686	-.088
ina3	The organization maintains its position when offering its services to achieve strategic integration.	4.11	.806	12	-.646	.235
ina4	It works to understand the behavior of the competitor influencing the sphere of influence	4.10	.873	14	-1.040	1.321
ina5	Searches and discovers new areas of influence.	4.21	.870	8	-1.309	1.237
cpr1	Knows the type of competitive pressure that exists in the sphere of influence and works to confront it.	4.24	.800	5	-1.153	1.898
cpr2	It allows the admission of competitors in service markets to avoid competitive pressure.	4.27	.867	4	-1.232	1.645
cpr3	Develops innovative strategies to maintain its position in the competitive environment.	4.23	.895	7	-1.296	1.714
cpr4	Seeks to build barriers that are difficult for competitors to overcome.	4.29	.830	2	-1.543	1.451
cpr5	Excels in adopting sustainable value in service delivery to overcome competitive pressure.	4.24	.834	6	-1.482	1.231
cfo1	It is distinguished in its ability to constantly change the rules of the competitive game.	4.31	.789	1	-1.328	2.492
cfo2	Committed to being proactive in building new competitive capabilities.	4.19	.954	10	-1.401	1.907
cfo3	Realizes building a triangle of dominant forces over your competitors in the competitive field.	4.28	.834	3	-1.062	.829
cfo4	Wishes to build cooperative alliances with our partners.	4.20	.905	9	-1.314	1.913
cfo5	It tries to achieve a balance in the sphere of influence and competitive structure to remain the dominant force in the work sector.	4.19	.829	11	-1.035	1.325

Table (7) shows the results related to the variable (strategic superiority (SSU) It is evident that the aforementioned variable, as shown by the statistical indicators indicated in: (numbers mean, the average deviation, and percentage),

It had a high response rate because the competitive pressure (CPR) was ranked first, and the numbers mean was (4.200), with an average departure from the numbers mean of (0.682), and a percentage of (84.0%). The influence area (INA) came in last since it received the lowest values, and the following is a presentation of the most important discoveries in relation to the sample's results relating.

Strategic superiority dimensions (SSU) descriptive research, Table 7

dimensions and variables	Mean	S. D	The ratio's relevance	C.V	Arrange ment	Skewness	Kurtosis
Influenced Area (INA)	4.116	0.728	82.3%	17.7%	3	-.859	1.005
competitive pressure (CPR)	4.252	0.721	85.0%	17.0%	1	-1.183	1.943
Competitive Formation (CFO)	4.232	0.759	84.6%	17.9%	2	-1.156	1.475
Strategic Supremacy (SSU)	4.200	0.682	84.0%	16.2%		-1.135	1.980

The source was created by the academic in accordance with the program (SPSS.V.28).

### 3-5- Testing the correlations of the research variables:

The statistical presentation used in this section of the study is where the independent variable Strategic Passion (SPA), which has dimensions, and the research variables' connections:

Entrepreneurial Passion (ENP), Adventure Passion (ADVP)) - and the mediating variable Intrinsic Qualities (COC). Dimensions (strategic awareness (SAW), achievement of stakeholder goals (ASG), managerial capabilities (ADC), problem-solving capabilities (PSA)) and organizational change capabilities (OCC)) strategic superiority (SSU), and the dependent variable dimension by dimension (area of influence (INA), competitive pressure (CPR), and competitive formation (CFO)). It goes like this:

Matrix of Correlation Relationships for Research Variables, Table (10)

		ENP	ADVP	SAW	ASG	OCC	ADC	PSA	INA	CPR
ENP	Correlation by Pearson	1	.800	.745	.728	.635	.553	.606	.662	.678
	(2-tailed) Sig.		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
ADVP	Correlation by Pearson	.800	1	.876	.803	.752	.656	.661	.634	.674
	(2-tailed) Sig.	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
SAW	Correlation by Pearson	.745	.876	1	.771	.692	.636	.596	.648	.673
	(2-tailed) Sig.	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
ASG	Correlation by Pearson	.728	.803	.771	1	.790	.671	.685	.639	.697
	(2-tailed) Sig.	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
OCC	Correlation by Pearson	.635	.752	.692	.790	1	.791	.784	.734	.731
	(2-tailed) Sig.	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
ADC	Correlation by Pearson	.553	.656	.636	.671	.791	1	.806	.727	.786
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
PSA	Correlation by Pearson	.606	.661	.596	.685	.784	.806	1	.825	.828
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
INA	Correlation by Pearson	.662	.634	.648	.639	.734	.727	.825	1	.857
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
CPR	Correlation by Pearson	.678	.674	.673	.697	.731	.786	.828	.857	1
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
CFO	Correlation by Pearson	.772	.715	.691	.649	.713	.671	.713	.733	.783
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SPA	Correlation by Pearson	.947	.950	.855	.807	.731	.638	.668	.683	.712
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
COC	Correlation by Pearson	.745	.854	.844	.895	.917	.881	.872	.807	.840
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SSU	Correlation by Pearson	.760	.728	.724	.713	.783	.784	.849	.929	.947
	(2-tailed) Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

**Source: SPSS output.V.28.**

The information from the relationship matrix also made it clear that there exists a substantial and beneficial relationship between all of the elements and the main and auxiliary variables.

### 3-6 Testing impact hypothesis, steps

Following are the outcomes of evaluating the impact hypotheses that will be covered in this paragraph:

**3-6-1- The first main hypothesis (H1)** is as follows: Evaluating the strategic passion axis's (SPA) effect on the Strategic competencies axis' (EMJ) influence. The following theories were put to the test by the researcher using a structural model:

the presence of a strategic passion impact (SPA) on the EMJ axis of core skills. The researcher's designed and suggested structural model is depicted in the following figure:

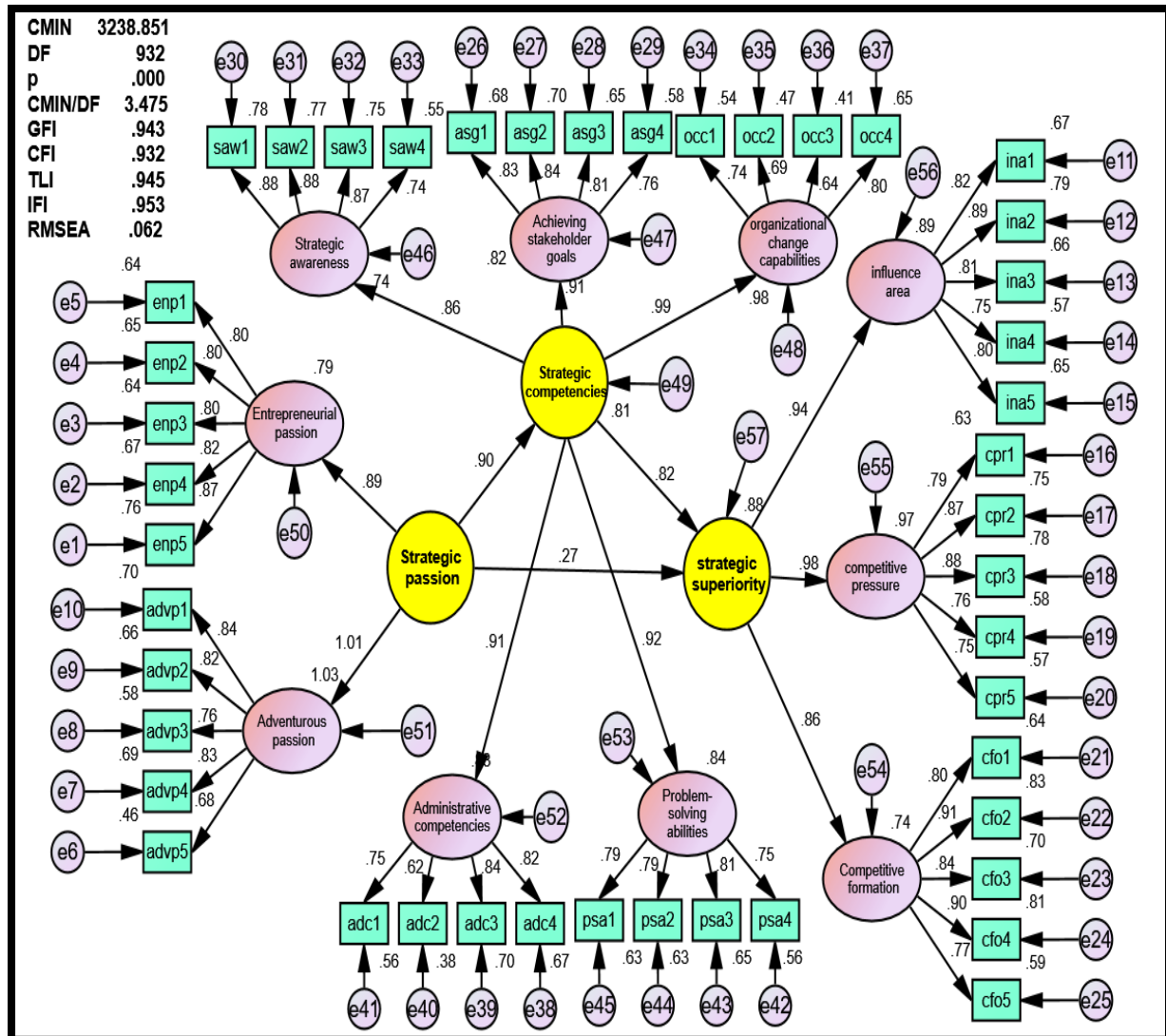


Figure (2) The regression model between strategic passion and strategic superiority through Strategic competencies' mediating function

The following table displays the researcher's based on the statistical investigation into the standards for approving or disapproving the effect model:

Table (11) shows how they are related. strategic superiority and strategic fervor via the mediating role of Strategic competencies

Sig.	R2	critical value	standard error	Standard rating	Path
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00.000	0.809	00.000	.082	0.903	Strategic competencies	<---	Strategic passion
00.000	0.877	00.000	.151	0.822	strategic superiority	<---	Strategic competencies
.030	0.177	030.	.122	0.271	strategic superiority	<---	Strategic passion
00.000	0.777	52.144	0.028	00.000	strategic superiority	--<	Strategic competencies
The amount of improvement made by Strategic competencies							
00.000	0.600	9.751	0.094	00.000	strategic superiority	--<	Strategic competencies
							Strategic passion

The source was created by the academic in accordance with the (AMOS.V.25) program.

The axis of strategic passion in the axis of strategic competencies has a direct, direct, substantial effect below the level of significance of 5%, according to the results of the aforementioned table. Because the p-value was equal to zero and the effect was less significant, the critical rate was (11.066), and the value of the effect was (0.903). Using a level of significance of 5%, we may say that there is a direct cause-and-effect link. which means that raising the value of the strategic passion axis by one unit causes the value of the strategic competences axis to grow by (0.903), and that the strategic passion also accounts for 80.9% of the variation in the Strategic competencies axis. The remaining percentage (19.1%) results from other factors that were not taken into account in the study model, so the more passionate the bank is about exploring new project opportunities and taking risks when organizing its strategic projects, the more competent its employees are in their Strategic competencies. (TBI) Iraqi in Najaf.

**3-6-2- The second main hypothesis (H2)** is as follows: assessing how the Strategic superiority axis is affected by the Strategic competencies axis

The above table's findings show that the Strategic Competencies axis has a direct, direct, significant effect on the Strategic Superiority axis below the level of significance of 5%. Since the p-value was equal to zero and consequently less than one, the effect's value reached (0.822), and with a critical rate of (7.636), which is a significant number, the effect's value reached (0.822). The strategic competencies also account for (87.7%) of the variation in strategic superiority, according to the level of significance of 5%, from which we conclude that there is a direct correlation between the strategic competencies and the strategic superiority axis. As for the remaining portion (12.3%), it results from other factors not considered in the study model, therefore the higher the Strategic competencies through the use of advanced technology by the bank that exceeds what is used by its competitors, it has a rapid response to inquiries posed by its employees, customers, and business organizations without hesitation, and seeks To change his plans to reduce internal unrest, the greater the strategic superiority of the Trade Bank of Iraq (TBI) in Najaf.

**3-6-3- The third sub-hypothesis (H3)** states that Strategic passion has a statistically significant impact on strategic superiority via core competences.

The above table shows that the more the management of the Trade Bank of Iraq (TBI) in Najaf realizes the importance of strategic passion by pursuing its pioneering passion in providing its



services, and realizing that its strategic passion leads to greater levels of perseverance and absorption in its activities, the more it leads to strengthening strategic superiority through The bank maintains its position when offering its services provided to achieve strategic integration, and the bank develops innovative strategies to maintain its position in the competitive environment. In other words, increasing the strategic passion for the existence of Strategic competencies by one unit leads to improving strategic superiority by one critical value of (52.144), one standard weight of (0.742), and one standard error of (0.028).

According to the results of the above table, strategic passion helps to account for 0.777 of the variation in strategic superiority when Strategic competencies are present, with other factors accounting for the remaining value.

On the basis of the aforementioned, it can be concluded that the results of the above table demonstrate that the Strategic competencies improved the strength of the relationship between strategic superiority and strategic passion. A decrease in risk that can improve the company's capacity to increase its strategic supremacy corresponds to an improvement in the crucial value of (9.751) and the results also showed a significant increase in the interpretation of strategic superiority by the presence of Strategic competencies amounting to (0.600) from the variation in strategic superiority.

The independent variable strategic passion's saturation values and the mediating variable The dependent variable strategic superiority and core competences both shown saturation ratios above (0.40) and their significance, as seen in the image above. Greater than (0.40), substantial, and they all complied with the requirements when the matching quality standards were compared.

#### **4- Conclusions and suggestions**

##### **4-1-Conclusions**

The researcher came at the following major results, which are summarized in this paragraph:

1. The majority of respondents agreed in their responses to the majority of The statements, indicating a strong interest in the components of strategic passion (entrepreneurial passion and passion for adventure) among Trade Bank of Iraq (TBI) employees in Najaf Al-Ashraf.
2. Availability of components of strategic superiority among employees of the Trade Bank of Iraq (TBI) in Najaf, where the majority of the study sample's responses concurred, and this gives a positive indicator.
3. The bank realized the importance of strategic capabilities, so it endeavored to provide it with strategic awareness by following up on the continuous change in the external environment factors to reduce their fluctuations, as well as using its material and human resources to improve its competitive position.
4. Availability of dimensions of Strategic competencies among workers in the Trade Bank of Iraq (TBI) in Najaf, where the majority of the study sample's responses concurred, this is a good sign.
5. It is clear from examining the relationship between strategic superiority and strategic passion that it was strong, direct , and significant. This suggests that the more attention TBI employees in Najaf pay to the elements of strategic passion, the more this strengthens strategic superiority.

6. It is clear from the examination of the linkages between strategic passion and the Strategic competencies that they were high, direct, and important, and this suggests that Trade Bank of Iraq (TBI) workers give more attention to the components of strategic passion. in the honorable Najaf, the more this leads to strengthening the Strategic competencies towards the workers in the bank.

7. It becomes clear by looking at the interactions between strategic superiority and strategic passion when the Strategic competencies are present. It was strong, straightforward, and important. This shows that Trade Bank of Iraq (TBI) staff are paying more attention to the elements of strategic passion. in the honorable Najaf, the more this leads to the consolidation of superiority. The strategic attitude of employees, with the existence of Strategic competencies, towards the employees of the bank.

#### **4-2- Recommendations**

1. The need for additional attention to strategic awareness and in a way that improves the level of strategic capabilities by employing advanced technology that exceeds what is used by its competitors, and following up on the continuous change in the factors of the external environment.
2. Attention should be given to achieving the objectives of the stakeholders alike, to increase the bank's ability in the field of strategic capabilities through its rapid response to inquiries raised by its members and customers without hesitation.
3. The need to resort to administrative capabilities that improve the level of strategic capabilities, through the adoption of an incentive system that contributes to the capabilities of its members to plan and initiate towards solving work problems.
4. Increasing the adaptation of strategies that suit the geographical spheres of influence.
5. Work to involve all associates in the scientific and strategic plans.
6. The need to search for new competitive tools and means that are compatible with the current and future competitive environment.
7. the significance of encouraging staff members to take part in professional gatherings and discussions so they can offer suggestions and voice opinions on choices affecting their work in the business.

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