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# THE ROLE OF STRATEGIC COMPETENCE IN ENHANCING THE GROWTH AND SURVIVAL OF THE ORGANIZATION

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## Abstract

The aim of the research is to delve into the impact and association of the strategic capability variable as an independent variable and the growth and survival of the organization as a dependent variable, as the independent variable includes a set of dimensions (marketing capability, linking capability, technological capability, administrative capability), while the dependent variable includes dimensions It was represented by (Leadership, growth, enhancement, decline) and the clothing company was chosen (ozoon03( (spread in most Iraqi governorates and a sample of the company's leaders and branches was targeted and the sample size was (100) and a set of statistical programs were used represented by the statistical program (JASP) in addition to a set of statistical methods represented by describing the variables and their dimensions and analyzing the relationship of correlation and influence, The research concluded that several Conclusions, the most important of which was (Strategic competence is one of the main factors that enable organizations to achieve competitive superiority, through developing unique and applicable strategies that enable organizations to improve their positions in the market and outperform their competitors). Also a number of Recommendations were The most prominent Organizations should develop a strategic vision. clear future Determine the goals and directions you wish to achieve. This vision must be inspiring, feasible, and compatible with the current and future work environment.

**Keywords:** Strategic competence, organizational growth and survival.

## **Introduction**

In a growing business environment and fierce competition, It is Strategic competence One of the on Agrate the crucial And in Survival and growth of organizations, it enables the organization to achieve competitive superiority and Ability to Adapting to changes Environmental Fast And the surrounding Organizational, strategic competence requires organizations to develop a clear strategic vision that defines future direction and goals. It is a vision that inspires the human resources working in the organization, motivates them to excel and is consistent with the nature of current work and future challenges. It requires organizations to accurately analyze the internal and external environment to identify potential challenges and opportunities. This enables organizations to develop strategies that allow for effective dealing with expected risks and achieving competitive superiority. Innovation and creativity are essential aspects of strategic competence. Organizations must promote a culture of innovation and creativity and provide an environment that encourages creative thinking and experimenting with innovative solutions based on the skills and capabilities of their human resources. In addition, organizations must direct their investments strategically according to their goals and priorities, focusing on areas that contribute to enhancing their ability to excel and achieve sustainable growth. This requires organizations to develop employee capabilities and provide training and development opportunities, as they are a critical element in strategic competence, and they must be equipped with the necessary skills and knowledge.

## **The first topic: the methodological aspect**

### **First: The research problem**

The main goal of all organizations today, in all their forms, revolves around virtue. Its prosperity in the business field is based on various methods that enable it to achieve the goal it aspires to, by relying on the skills and capabilities of its human resources working in it and in a way that enables it to achieve superiority over other organizations. Therefore, the research problem is determined by the following questions:

Does the research sample organization have dimensions of strategic competence?

Does the organization under study have the potential to grow and prosper?

What tools enable an organization to grow and prosper?

### **Second: The importance of research**

stand out importance this Sear chin His attempt to keep pace with modern trends in strategic thought, as the various strategic variables are among the modern trends in the world with regard to strategic management, which have appeared during the past decades, and this research is an attempt by the researcher to delve into one of these variables, represented by strategic competence and its role in Survival and continuity The growth of the organization, which was chosen. The research sheds light on these variables, and the researcher's delving into it is a bold attempt to contribute to the intellectual debate about it through the analyses of ideas he will present based on foreign sources.

**Third: Research objective**

The research seeks as its main objective to study Survey Variable effect distraction Strategic competence in growth and survival The company, and Providing a theoretical framework for these two variables through Literature of strategic management in particular and business administration in general, and based on foreign sources obtained through research on the World Wide Web.

To determine the extent to which the research sample organization possesses the dimensions of strategic competence?

To know the extent to which the organization under study is capable of growth and prosperity?

Identify the tools that enable the organization to grow and thrive?

Fifth: The hypothetical plan of the research

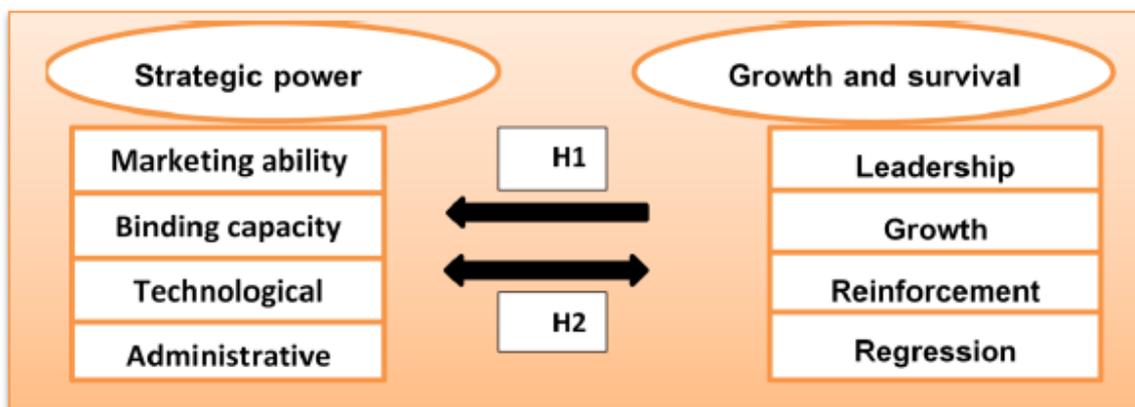


Figure (1) shows the hypothetical relationship of the research variables.

**Sixth: Research hypotheses**

Based on the hypothetical diagram above, the research hypotheses are determined as follows: Strategic competence is linked Stay and Organizational growth is significantly and statistically significant.

Strategic competence has a significant and statistically significant effect on the growth and survival of the organization.

**The first topic: Strategic competence**

**First: The concept of strategic competence**

Organizations exercise a wide range of competitive capabilities that compare their ability to meet customer expectations. With the constant changes and increasing expectations from stakeholders and performing different tasks within the constraints of their organizations and the alignment between the organization's business strategy and its competitors to achieve its goals for global competition (Maden & Topsümer, 2014:12). (Tench & Topic, 2018:4) indicated that strategic power is He died Enjoy To The organization from Highly integrated skills that enable Ha From and to evaluate its assetsand Coordinate its operations With the aim of Find the Value Ano Economic Required And achieve higher Sustainable competitive advantage over The term Long, technology, product development, and management skills.

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While he sees (Al-Lozi et al, 2017:4) Strategic competence is the organization's ability to perform work aimed at influencing its growth and development in the long term. Such as flexibility, the ability to change, and interpret information signals and respond to them quickly, when organizations face increasing pressures to professionalize their work, the workforce is able to deal with the constant changes in technology, skills, and increasing expectations from stakeholders, while researchers (2020:1, Khezri et al) indicated that strategic competence is the great reliance on the future prospects of the organization not only on the results of diagnosing its condition and the professionalism of the team implementing administrative decisions, but also on the fact that the organization has the strategic capabilities necessary to provide a sustainable competitive advantage and prospects for successful work in the market in order to achieve superior performance for the organization. As for (2020:5, Abazeed), he believes that strategic competence is related to the ability of employees to design and implement strategies that create a competitive advantage for the organization, as strategic capabilities focus on the strategic and unique value of employees as key criteria that affect the adoption of human resource management methods. While Highlighted On the cognitive side of defining strategic competence, it was defined as “the knowledge that the organization possesses about the most important results expected to occur when implementing its strategic tasks and activities, and implementing the plans necessary to mobilize its resources and achieve its goals (Fauré & Rouleau, 2011: 169).

And he knew it Brown, 2012:81) as: “The organization’s ability to achieve compatibility between its strategic directions and the directions of its human resources to achieve compatibility with efforts and unify them to achieve what is required.”

He added,(Makangam2011:12) The strategic competence of the organization arises from the daily tasks. For workers in The organization is of ten In that The uncontested activities (how we do things here) that allow some organizations to differentiate themselves. The strategic capacity of organizations is determined by effective action in the organizational context and the analysis of the objective application of resources in the search for better results (More et al,2016:673).

### **Second: The importance of strategic competence for organizations**

Through strategic competence, it is possible to enhance learning and growth programs in the organization, and its role in deepening the processes of interaction and knowledge exchange, and enhancing communications at different organizational levels (Pichon el at,2013:43).On the other hand, it is considered Strategic competence One The most important tools that Based on it Organization to develop its knowledge and Her skills, like that Problem solving work, And removing obstacles which hinders its ability And be a barrier in Achieving its goals (Syukriani et al,2017:2).And with the aim of Success in building strategic competence toorganized Certain, Should She has straw on her Y Three practices It is represented by: for Teamwork, knowledge sharing , and delegate powers within it. (Fauré & Rouleau, 2011:168). And he pointed out (Uysal, 2007:5) Strategic competence is of great importance to organizations, and its importance is evident to us through the following:

With the organization's essential capabilities.

Provides strategic value to the organization and its customers or beneficiaries.

Helps the organization achieve organizational success.

It helps the organization to produce profitable products efficiently to increase its market share.

It makes use of resources and capabilities and works to improve the quality of internal operations.

The organization outperforms competitors, ignores organizational weaknesses and external threats, and exploits market opportunities.

### **Third: The most important areas that constitute strategic competence**

Today's organizations face intense competition in local and global markets. Since the company was established, Apple, for example, has developed a series of innovative products, such as the iPhone and iPad, and since the smartphone war between Apple and Samsung began many years ago, and the proactive competition to build an ecosystem linked to the mobile operating platform between Apple & Google (Jong&Hoi,2017:35)and I found that there Many organizations may Necessity forced her To think about the How tow hi ch you face The strongest competition ,This need led her to rely on Effective strategic measures to enhance Her ability Competitiveness, But In the two decades The past Industries have adopted several strategic measures. The most prominent of them was Total Quality Management (TQM) re-engineering, continuous improvement programs, and the Six Sigm production system. However, in today's competitive environment, implementing these procedures may not be sufficient to achieve competitive advantage (Yang, 2015:173).

And he pointed out (Wiley, 2018:16) stated that there are seven areas that constitute strategic competence and are the basis of the organization's work, as follows:

acquisition the to understand the Good for A This is it AF and Appreciation of role Special for Analysis in decision making process.

Ability to have a good understanding of the required applications.

Enhancing the process of creativity and implementation To model in the most effective way.

Meets the requirements of flexibility and sensitivity This is done by Designing patterns The credible.

Possibility of design Good for Form odelssame Appropriate data structures, layout and flow.

Care to Ensure transparency As well as being keen on Ease of use.

The ability to employment Good for skills Special for Integrated problem solving.

Section Two: Survival and Growth of Organizations

### **First: The concept of survival and growth of organizations**

The incentives and characteristics that drive business startups may differ from those that promote business growth. The relationship between marketing capabilities, innovation, and learning creates synergies that prevent competitors from imitating a company, thereby improving marketing effectiveness. In addition to the fact that knowledge skills are not sufficient for business success, but technical assistance in marketing and financial planning has a positive impact on business growth and success, the business environment also contains five competitive forces that must be analyzed: (a) barriers to entry, (b) supplier power, (c) buyer power, (d) threat of substitutes, and (e) competition. Porter's basic premise is that

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business owners need to differentiate their business from others in the industry. Porter advises business owners to overcome competitive forces by choosing one of three basic strategies: overall cost leadership, differentiation, or focus. Cost leadership emphasizes efficiency and scale, differentiation emphasizes innovation, and focus emphasizes focusing on specific market segments, which may include cost leadership, differentiation, or both. (Snider,2018:25). The creation of new organizations and the continuation of existing ones in the market are symptoms of economic dynamism. Building an organization is a process that involves the human and financial capital of the entrepreneur. The collapse of an organization affects the people involved in its operation and their communities. While trying to determine the viability of a business venture, one can come across many people who refer to it as the primary goal of the organization, in addition to profit. Understanding the factors that shape the creation and continuity of businesses increases the likelihood of success of these businesses, and the economy as a whole. Organizational survival refers to the ability of an entity to remain in the market, to continue to exist during the monitoring process, which is equivalent to its illiquid and unhindered activity in the market (Kozak,2018:185).

### **Second: Intelligence as a method of survival and growth**

Intelligence is one of the effective ways to survive and grow in the business world. It is about the ability to think strategically, make smart decisions and innovate as follows:

**Strategic thinking:** he A creative and differentiated process that is linked to the vision and expectations shaped by the organization's leaders. So managers need a mental shift in Day-to-day operations to focus on long-term strategic goals The term For the organization (Ershadi & Dehdazzi, 2019:3), and (Aaltola, 2019:326) described strategic thinking from an administrative perspective as the practical dream that the organization wants to reach, that is, creating an ideal future by identifying and achieving results that add value to the organization. Successful strategic thinking requires a high level of cognitive ability.

**Business Intelligence:** The term business intelligence was coined by (Gartner) In the early twentieth century, And he mentions It is an integrated set of technologies. And Tools used to collect, integrate and identify data and information from several Various sources and verification, In order to make it Useful When used In various decision making processes(Caserio&Trucco,2018:44),It is important to note that the systems Business Intelligence It works Integrating operational data with analytical tools to display unexpected and focused information and present it to decision makers, With the aim of Use it to understand the capabilities that can be reached in the organization.(Shaqrah, 2018: 53) The general objectives of business intelligence are related to factors such as outperforming competitors in performance and changes in strategy. These and other business objectives can be achieved when business intelligence systems are developed in line with administrative and operational processes in institutions (Fischer, 2018: 349).

**Competitive Intelligence:** It has been defined Competitive Intelligence That he is The process of gathering information about the competitive environment for decision-making. Also An environmental scanning system that integrates the knowledge of all organizational members. It includes Marketing elements, structure, strategy and other organizational elements (Maritz,2018:2). The main goal is also For Competitive intelligence is the proactive detection

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of opportunities or threats, identifying or mitigating blind spots and risks, and reducing reaction time to competitors' changes in the market. With the aim of A To ensure that decision makers have up-to-date information. And A minute about the competitive environment For the organization, like that plan for using that information, And with this Competitive intelligence helps decision makers make better decisions.(Seitovirta, 2011: 11).

Tactical Intelligence: Tactical intelligence is the basic level that provides critically analyzed information and managers use this level of Intelligence to guide actions and leads to the acceleration of the implementation of the planned process at the operational level, which makes sales and marketing managers among the most prominent beneficiaries of it because it is employed in tactical issues.(Salih & Abdulrahman, 2015: 496)

Economic intelligence : male (Okunoye, et al, 2010: 250) Economic intelligence is the process of collecting, processing and distributing information with the aim of reducing uncertainty in strategic decision-making. It is also known as a broad term that covers a variety of issues including how physical goods, resources and other currencies are produced and managed in other countries, and it includes the macro and strategic levels as well as the micro levels

Knowledge management: Knowledge management is the function of creating, capturing, sharing, codifying, and using knowledge through an enabling environment to improve innovation and organizational performance. Knowledge management consists of two main components: the knowledge management environment and knowledge management processes.(Shujahat, et al, 2019:22).The first hurdle is trying to understand “knowledge” by distinguishing it from a set of closely related concepts that include three main components (data, information, and knowledge). Akhgar & Yates, 2013:138)).

Talent: And it is People's ability in Achieving exceptional results on a continuous basis and Allegedly, at the same time, contributions are made to the company's organizational performance. through Its capabilities Artistic, social and commercial (Maqueira et al,2019:36). Talent consists of individuals who They have the main role in Change in organizational performance whether Through their direct contribution or on The term Long by demonstrating the highest levels and potential, i.e. people who possess skills, knowledge, experience and intelligence, with a constant willingness to learn and grow. (Rudhumbu & Maphosa, 2015:21).

### **Third: Determinants of the survival of internal and external organizations**

Insert (Hernández & Capacho, 2020: 265-270) Internal and external determinants of corporate survival based on a broad review of the literature and concluded that the internal determinants of organizational survival were represented by (level of human capital formation, levels of education, knowledge, age and size of organizations, ownership, research and development activities), while the external determinants of organizational survival were represented by (industry localization, market growth, industry entry rates, market competition, industrial determinants, business cycle, financing).and Explain(Kozak,2018:187) The main factors that contribute to the growth of the organization to both internal groups are (knowledge, experience, managerial initiative, efficiency and skills of employees, nature of the market and their knowledge, ability to implement technological developments, capital, production capacity, availability, quality of the product or service, operational flexibility, profitability).

External factors include (legal conditions for establishing and sustaining the project, economic growth, supply and demand, market competition, access to external financing, customs policies, financial and tax system regulations, government policies of the organization, scope of government financing and non-financial support and entrepreneurial culture).

#### **Fourth: The life cycle of the organization**

The organizational life cycle is a concept used to describe the stages of development and evolution of organizations over time. This cycle is an important concept in the field of business administration and management science, as it helps to understand how organizations develop and grow and how to deal with challenges and changes over time. The organizational life cycle usually consists of different stages, and its name and description may vary slightly from one source to another, but the basis remains the same, and five stages have been described from Organizational life cycle: birth, growth, maturity, decline and extinction. Although there is no consensus on the number of stages, there is agreement on the extent to which similar organizational characteristics are common at different stages. The models agree. On the benefits of employee characteristics in different positions, emphasizing the optimal compatibility of their qualities at each stage (Junior et al, 2021:192) .

The organization goes through four stages during its life, which are (pioneering, growth, consolidation, and decline), as follows:

**Pioneering stage** The first stage in the organization's life cycle is the entrepreneurial stage. During this period, the organization tries to survive, generating more revenue than it costs. Organizations at this stage focus on entering the market, selling a new product or service and trying to find and satisfy a need. The focus within the company is on innovation while there is limited planning or coordination and real-time decision making. Eckhout, 2017:6). The general characteristics of this stage are that the biggest driver of growth is the motivation and commitment of the organization's founders. Creativity is encouraged, but tasks are not coordinated in a systematic way. Communication between members is simple and quick, and response to the market is also quick. It is structurally and financially unstable, but since the leader takes full responsibility, decision-making is simple and quick. This stage continues until business leaders realize that the organization needs a more formal structure to increase productivity (Nordstrom et al, 2012:6).

**Growth stage** After that Create The organization Its objectives and mission, moving to the financial activity stage and Grow around a project or initiative Certain. This Requires Steps from Rapid development at this stage with Having a motivated leader He has the potential to Obtaining resources, communicating with government and the public, and promoting the organization There is often an adequate and coordinated supply of resources to support the activity (Thomsen, 2014:23). In order to grow, the organization must answer three basic questions: Who are we? What is our identity? Why are we here? What is our purpose? How will we work together? What process will we use to achieve our goals? In the growth stage, the organization is expected to establish its sector and produce different skills for its success (Rahmanseresht & Eghbal, 2017:291).

reinforcement phase The logic of enhancement is to create new productive opportunities and resources. Which would New competitive advantages are generated as organizations move through the organizational life cycle. ,This leads to Tan offense See the prevailing problems Related From taking advantage of productivity opportunities based on competencies in the early stages to identifying new productivity opportunities for growth in the later stages. The prevailing resource problems shift from developing existing resources in earlier stages to developing new resources in later stages. Organizations are not necessarily doomed to failure during periods of stagnation or decline. The organization may revive itself and become more productive and successful. Unlike in the decline phase, there is strong support for innovation and risk-taking in reviving the organization. However, successful changes often depend on a change in leadership to someone who can overcome organizational constraints, reduce members' fears of change, and guide the future direction of the group (Thomsen, 2014:23).

Decline stage In the final stage, the market is stagnant and inactive, there are external challenges, and a lack of profits as a result of reduced innovation, which leads to the demise of the organization. Despite the success of organizations in achieving high growth rates, if they do not adapt to the restrictions, they will not be able to maintain a growth rate, which will eventually lead to decline. (Rahmanseresht & Eghbal, 2017: 291). The decline stage occurs when sales and profitability decline, often preceded by a market recession, and organizations begin to decline with it. Profitability declines due to external challenges and lack of creativity. Organizations in the decline stage react to crises in their markets until they become stagnant. This stage is characterized by extreme conservative decision-making, little creativity, fear of taking risks, and hesitation even in imitating competitors' creativity (Vendetti, 2010: 60).

### **Fifth: Perspectives on Organizational Management in Factors affecting the survival and growth of organizations**

The changing environment in which we now live and work requires a lot of learning and constant attention. The field recognizes Organizational management with these trends in what people expect and appreciate regarding human behavior in organizations. According to the opinion of (Schermerhorn et al, 2012:8), these trends are (commitment to ethical behavior, broader views on leadership, focus on human capital and teamwork, disappearance of leadership and control, impact of information technology, respect for the expectations of the new workforce, changing the concept of professions, interest in sustainability).

### **The third topic: the field aspect**

**First / It includes the research scale, statistical coding, normal distribution test and stability coefficient.**

The table shows (1The independent variable is strategic competence, and the dependent variable is the growth and survival of the organization. The table also shows the number of dimensions and elements of each variable, in addition to the statistical coding used in the analysis and the Cronbach's alpha test to measure the reliability of the scale.

Table (1) the gauge Approved in Search and T Rum Y Statistical Z and Cronbach's alpha coefficient

Source	Cronbach's alpha	Statistical code	Number of items	Dimension	variable
(Parnell, 2011)	0.976	CAMK	6 item	Marketing capacity	Strategic competence CA
	0.984	CALI	6 item	Linking capacity	
	0.643	CATE	6 item	Technology capability	
	0.762	CAMA	6 item	Administrative ability	
(Choi et al,2012)	0.910	ES	8 items	Leadership	Organizational growth and survival OLC
	0.649	GS	8 items	Growth	
	0.853	RS	7 items	reinforcement	
	0.866	RES	7 items	Slope	

Second: Structural validity of the scale (confirmatory factor analysis)

The researchers relied on the confirmatory factor analysis method to confirm the validity of the factor structure of the scales, which is considered part of the structural modeling equation (SEM). Exploratory factor analysis was bypassed because the scales have been previously tested in other studies. To verify the validity of the internal factor structure of the hypothesized model, goodness-of-fit indices (CFI, IFI, TLI, NFI) were used, where values close to (1) indicate a better fit. The RMSEA value was evaluated to be good between (0.05 - 0.08), and moderate between (0.08 - 0.10), while values above (0.10) are considered unacceptable. Also, the saturations of the items on the dimensions are taken into account, where any item with a saturation less than (0.30) is deleted.

Based on the results of the statistical program ((JAPS), Figure (2) shows the confirmatory factor analysis of the strategic competence variable, as Table (2) Goodness of fit indicators for the variable. Also, Table (3) Saturate the items on their dimensions.

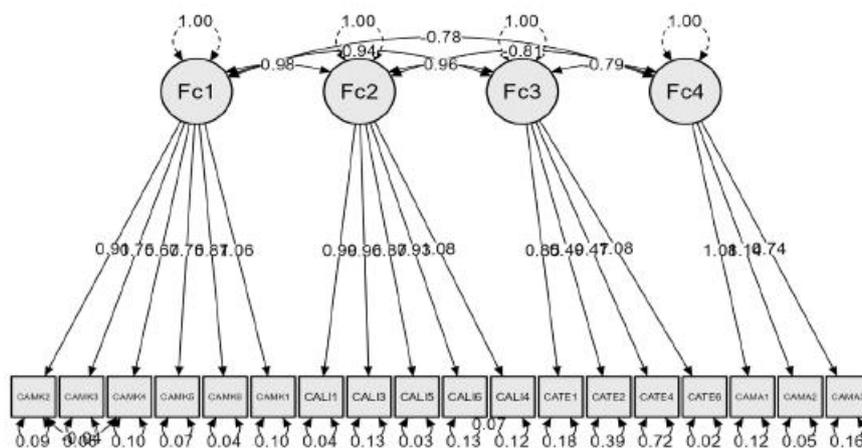


Figure (2) Confirmatory factor analysis of the strategic competence variable

Note: Items have been removed.CAML2, CATE3, CATE5, CAMA4, CAMA5, CAMA6) because their saturations were less than (0.30), and (2) of the modification indicators recommended by the (JAPS) program were also performed.

Table (2) Model quality fit indicators for the strategic capability variable

Fit indexes	
Index	Value
Comparative Fit Index (CFI)	0.813
Tucker-Lewis Index (TLI)	0.775
Bentler-Bonett Normed Fit Index (NFI)	0.782
Bollen's Incremental Fit Index (IFI)	0.815
Root mean square error of approximation (RMSEA)	0.034

Table (3) Saturation of paragraphs on their dimensions for the strategic capability variable

Factor loadings							
Factor	Indicator	Estimate	Std. Error	z-value	P	95% Confidence Interval	
						Lower	Upper
Factor 1	CAMK2	0.909	0.080	11,414	< .001	0.753	1.065
	CAMK3	0.750	0.066	11,387	< .001	0.621	0.879
	CAMK4	0.671	0.064	10,535	< .001	0.546	0.796
	CAMK5	0.754	0.067	11,247	< .001	0.622	0.885
	CAMK6	0.866	0.072	11,945	< .001	0.724	1.008
	CAMK1	1.056	0.091	11,588	< .001	0.877	1.234
Factor 2	CALI1	0.993	0.082	12,105	< .001	0.832	1.153
	CALI3	0.957	0.086	11,106	< .001	0.788	1.126
	CALI5	0.870	0.072	12,164	< .001	0.730	1.011
	CALI6	0.930	0.084	11,078	< .001	0.765	1.094
	CALI4	1.082	0.094	11,513	< .001	0.898	1.266
Factor 3	CATE1	0.846	0.082	10,285	< .001	0.685	1.008
	CATE2	0.488	0.081	5,985	< .001	0.328	0.647
	CATE4	0.468	0.102	4,565	< .001	0.267	0.668
	CATE6	1.077	0.087	12,377	< .001	0.906	1.247
Factor 4	CAMA1	1.077	0.094	11,497	< .001	0.893	1.260
	CAMA2	1.140	0.094	12,128	< .001	0.956	1.325
	CAMA3	0.740	0.074	9,980	< .001	0.595	0.886

Based on the results of the statistical program ((JAPS), Figure (3) shows the confirmatory factor analysis of the variable of growth and survival of the organization, as shown in Table (4) Goodness of fit indicators for the variable. Also, Table (5) Saturate the items on their dimensions.

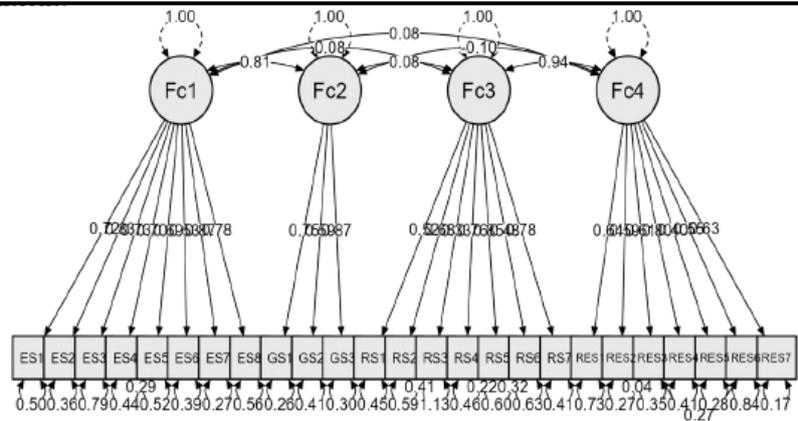


Figure (3) Confirmatory factor analysis of the variable of organizational growth and survival

Figure (3) Confirmatory factor analysis of the variable of organizational growth and survival

Note: Items have been removed (GS4, GS5, GS6, GS7, GS8) because their saturations were less than (0.30), and (6) of the modification indicators recommended by the (JAPS) program were also performed.

Table (4) Model fit indicators for the variable of organizational growth and survival

Fit indexes	
Index	Value
Comparative Fit Index (CFI)	0.751
Tucker-Lewis Index (TLI)	0.716
Bentler-Bonett Normed Fit Index (NFI)	0.641
Bollen's Incremental Fit Index (IFI)	0.758
Root mean square error of approximation (RMSEA)	0.029

Table (5) The ramifications of the paragraphs on their dimensions for the variable of growth and survival of the organization

Factor loadings							
Factor	Indicator	Estimate	Std. Error	z-value	P	95% Confidence Interval	
						Lower	Upper
Factor 1	ES1	0.724	0.102	7.130	< .001	0.525	0.923
	ES2	0.826	0.097	8.519	< .001	0.636	1.016
	ES3	0.735	0.120	6.130	< .001	0.500	0.969
	ES4	0.696	0.095	7.306	< .001	0.509	0.883
	ES5	0.694	0.101	6.860	< .001	0.496	0.892
	ES6	0.535	0.085	6.278	< .001	0.368	0.702
	ES7	0.871	0.093	9.335	< .001	0.688	1.054
	ES8	0.778	0.108	7.233	< .001	0.567	0.988
Factor 2	GS1	0.755	0.088	8.618	< .001	0.583	0.926
	GS2	0.590	0.091	6.506	< .001	0.413	0.768
	GS3	0.872	0.098	8.893	< .001	0.680	1.065
Factor 3	RS1	0.517	0.091	5.660	< .001	0.338	0.697
	RS2	0.679	0.109	6.213	< .001	0.465	0.893
	RS3	0.330	0.139	2.373	0.018	0.058	0.603
	RS4	0.756	0.101	7.456	< .001	0.557	0.954
	RS5	0.852	0.116	7.377	< .001	0.626	1.079
	RS6	0.475	0.103	4.613	< .001	0.273	0.677
	RS7	0.778	0.101	7.691	< .001	0.580	0.976
Factor 4	RES1	0.641	0.113	5.664	< .001	0.419	0.863
	RES2	0.592	0.078	7.623	< .001	0.439	0.744
	RES3	0.610	0.085	7.145	< .001	0.443	0.777
	RES4	0.799	0.100	8.015	< .001	0.604	0.995
	RES5	0.396	0.071	5.535	< .001	0.255	0.536
	RES6	0.553	0.117	4.713	< .001	0.323	0.783
	RES7	0.628	0.071	8.859	< .001	0.489	0.767

**Fourth: Descriptive analyses of respondents’ answers**

In the following Descriptive statistics that He appears Ha Our table6) (arithmetic mean, standard deviation, coefficient of variation, and relative importance), for the dimensions of the variables. Search.

It is clear to us from the table (6The dimension of linking ability (market linking) obtained the highest weighted arithmetic mean among the dimensions of the strategic capability variable, with a value of (2.124), a standard deviation of (0.804), a relative importance of (42.48), and a coefficient of variation of (34.53), while the dimension of marketing ability obtained the lowest weighted arithmetic mean, with a value of (1.871), a standard deviation of (0.617), a relative importance of (37.42), and a coefficient of variation of (32.97).

As for the descriptive statistical results of the variable of growth and survival of the organization, leadership obtained the highest weighted arithmetic mean among the other dimensions, with a value of (2.186), a standard deviation of (0.783), a relative importance of (43.72), and a coefficient of variation of (35.81), while the regression dimension obtained the lowest weighted arithmetic mean, with a value of (1.906), a standard deviation of (0.674), a relative importance of (38.12), and a coefficient of variation of (35.36).

Table (6) Statistical description of research variables

RES	RS	GS	ES	CAMA	CATE	CALI	CAMK	Statistical methods
1.906	2.1	1.912	2.186	1.873	1.888	2.124	1.871	Arithmetic mean
0.674	0.745	0.489	0.783	0.529	0.652	0.804	0.617	Standard deviation
38.12	42	38.24	43.72	37.46	37.76	42.48	37.42	relative importance
35.36	35.47	25.57	35.81	28.24	34.53	37.85	32.97	coefficient of variation

**Fifth / Testing the association hypothesis**

Pearson's method was used to test the relationship hypothesis, and to verify the strength and type of associations between the strategic capability variable as an independent variable and the change in the growth and survival of the organization as a dependent variable using the program JASP.

There is a very strong correlation of 0.992\*\*, which is a statistically significant value. Which t Clarify from the table7) . and This result indicates that that The hypothesis of the relationship between the independent variable (strategic competence) and the dependent variable (growth and survival of the organization)be acceptable It is a positive relationship. The confidence level for this result is 99%, as indicated by the value of (P) 0.001. Based on the above, the validity of the correlation hypothesis was proven, which states that (strategic competence is linked to the growth and survival of the organization with a significant and statistically significant correlation).

Table(7) Testing the hypothesis of association using Pearson's method

P		Pearson's r			
< .001		***	0.992	OLC	CA
* p < .05, ** p < .01, *** p < .001					

**Sixth / Testing the effect hypothesis**

The tables show (8) and(9) Program results JASP on the impact of the independent variable "strategic competence" on the dependent variable "organizational growth and survival". The results indicate that the value of the coefficient of determination (R<sup>2</sup>) for strategic competence is (0.621), which means that strategic competence explains (72%) of the changes in the growth and survival of the organization in the sample under study, while the remaining percentage, which is (28%), is due to the influence of other variables that were not studied in the current research model. As shown in the table (9)The standard impact value of strategic competence on the growth and survival of the organization reached (0.581), indicating a significant positive impact at the significance level (P<.001). Based on the above, the hypothesis of influence is accepted, which states: (Strategic competence has a significant and statistically significant effect on the growth and survival of the organization). Figure (4) shows the effect of strategic competence on the growth and survival of the organization.

Table (8) Model fit values and peak interpretation coefficient

Value	Index
0.943	Comparative Fit Index (CFI)
0.916	Tucker-Lewis Index (TLI)
0.934	Bentler-Bonett Normed Fit Index (NFI)
0.063	Root mean square error of approximation (RMSEA)
0.944	Bollen's Incremental Fit Index (IFI)
0.621	R <sup>2</sup>

Table (9)Linear regression test and standardized effect values

Standardized			95% Confidence Interval							
Endo	LV	All	Upper	Lower	P	z-value	Std. Error	Estimate	Outcome	Predictor
0.581	0.581	0.581	1.393	1.228	< .001	31,279	0.042	1.311	OLC	CA

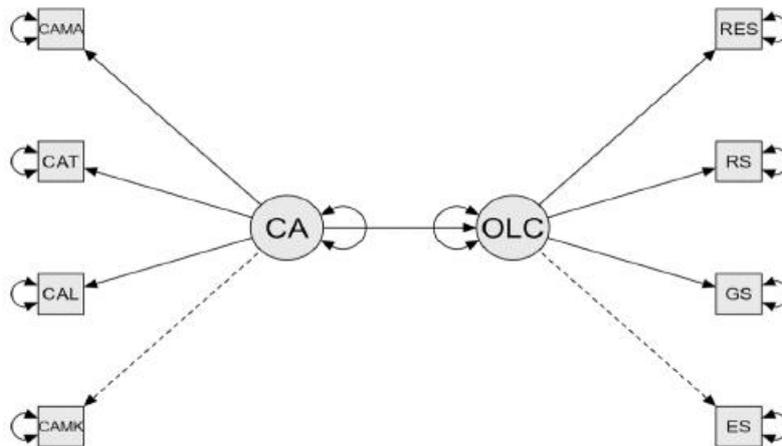


Figure (4) Testing the hypothesis of the influence of the independent variable on the dependent variable

#### Section Four: Conclusions and Recommendations

##### First: Conclusions

Based on what was presented through the theoretical aspect, the researcher concludes the following:

Strategic competence is one of the main factors that enable organizations to achieve competitive superiority, through developing unique and applicable strategies that enable organizations to improve their positions in the market and outperform their competitors.

The ability to adapt to environmental changes is one of the important factors in the survival of organizations, as strategic competence enhances the ability of organizations to adapt to sudden changes in the market, changes in technology, and legal and social requirements, which contributes to their survival and growth.

Strategic competence encourages organizations to develop effective strategic plans and implement them successfully. By setting goals and directing efforts towards achieving them, organizations can achieve better results and enhance opportunities for growth and development.

Strategic competence enhances the ability of organizations to promote innovation and creativity, by encouraging research and development and adopting new methods of work and thinking, and enables them to achieve progress and develop new products and services that meet market needs.

Strategic competence plays an important role in managing diverse resources effectively, by improving the processes of planning, organizing and controlling financial, human and material resources, which enables organizations to achieve higher efficiency and better use of resources, which contributes to their sustainable growth.

Strategic competence can contribute to the survival and growth of organizations by building strong relationships and strategic partnerships with customers, suppliers and various partners.

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This can lead to enhanced trust, knowledge sharing and business opportunities, thus enhancing the ability to survive and grow in the market.

### **Second: Recommendations**

Based on the conclusions contained in the first paragraph above, the research recommends the following:

Organizations should develop a clear strategic vision for the future and identify the goals and directions they want to achieve. This vision must be inspiring, actionable, and compatible with the current and future work environment.

Organizations should analyze the external and internal environment to identify potential challenges and opportunities. This helps in identifying risks and developing strategies to deal with them effectively.

Organizations need to encourage and support a culture of innovation and creativity. This can be achieved by providing an environment that encourages creative thinking and encouraging employees to present new ideas and experiment with innovative solutions.

Organizations should strategically direct their investments according to their goals and priorities, identifying areas that enhance the organization's ability to achieve competitive advantage and sustainable growth.

Organizations should provide training and development opportunities and promote a culture of continuous learning among employees, as developing employees' capabilities and skills is a critical element of strategic competence.

Organizations can enhance their ability to survive and grow by building strategic partnerships with the right partners. These partnerships can be in the areas of supply, distribution, marketing or technology, and help enhance competitiveness and provide new competitive advantages.

Organizations should regularly evaluate and monitor their performance against defined strategic indicators. This helps in determining the extent to which objectives are being achieved and continuous improvement, and making necessary adjustments to ensure sustainable performance and continued achievement of set objectives.

Organizations should be flexible and able to adapt to the continuous changes in the regulatory environment, and organizations should adopt flexibility in their structures, processes and technologies to be able to adapt quickly and effectively to new changes.

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