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THE STRATEGIC CAPABILITIES OF TOP MANAGEMENT AND THEIR ROLE IN ORGANIZATIONAL PERFORMANCE

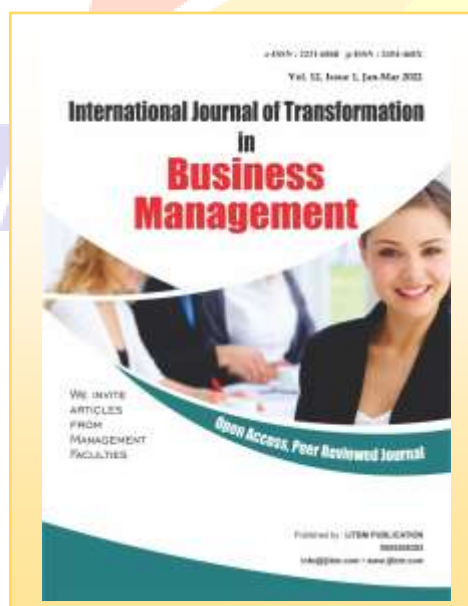
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ABSTRACT

The success of business organizations in carrying out their tasks and activities requires their top management to possess a set of strategic capabilities related to the tasks entrusted to them. Therefore, this research aims to determine the role of the strategic capabilities of top management inside Al-Hadba University College on organizational performance. The descriptive approach and the questionnaire were used to survey the opinion of the surveyed sample on the importance of the role of the strategic capabilities for top management in enhancing organizational performance. The sample included the Dean, his assistants and heads of departments, which numbered (23) members. He also used the statistical package programs (SPSS-V23) to analyze the data. The research reached a set of results, the most prominent of which is that the strategic capabilities for top management are available in a statistically high degree inside the Al-Hadba University College, and that they affect morally in enhancing its organizational performance. In the context of discussing the results, a number of recommendations were presented, perhaps the most prominent of which is the need to increase attention to the development of the strategic capabilities for top management by employing the most important results of the experiences of advanced organizations and studying how to invest them in enhancing organizational performance inside educational organizations.

Keywords: *strategic capabilities, top management, organizational performance, educational organizations.*

INTRODUCTION

The strategic capabilities for top management constitute the most important capabilities possessed by contemporary organizations, as it may possess good financial capabilities, advanced technological capabilities, as well as successful organizational capabilities and other capabilities, but it is not able to invest them with the required efficiency and effectiveness without a senior management with distinct strategic capabilities, able to Exploiting this capabilities in line with the objectives of the organization, and accordingly, the strategic capabilities of the senior management are the main driver of the successes achieved by

organizations in their various activities. Organizational performance is also the main indicator to determine the successes of the organization, so it is necessary to adopt contemporary systems in following up and evaluating this performance, according to a set of procedures and standards that have proven successful when applied by leading organizations, as organizational performance accompanies all management processes, which start From formulating objectives, building plans, and designing time programs to achieve those objectives. Because of this importance, we will try to identify the importance of the role played by the strategic capabilities fro top management in achieving the required levels of organizational

performance, by investing other capabilities available to the organization in the best possible ways. With reference to the most important intellectual propositions presented by researchers when studying the strategic capabilities for top management and organizational performance, it is necessary to identify the most important methodological lines that represent the starting point for implementing the other parts of the research:

1. Research Problem: The researcher was able to identify the research problem during field coexistence inside Al-Hadba University College, with a main question, which is whether there is a cognitive awareness and awareness among its higher management of the importance of employing their strategic capabilities in achieving the desired levels of organizational performance, and some sub-questions were raised from this question:

- What is the reality of the strategic capabilities for top management inside Al-Hadba University College?
- What is the reality of organizational performance inside Al-Hadba University College?
- What is the nature of the correlation and influence relationship between the strategic capabilities for top management and organizational performance inside Al-Hadba University College?

2. Research Importance: The importance of the research is embodied in discussing a series of philosophical premises related to two important variables in the field of strategic management (strategic capabilities for top management, organizational performance), to fill the shortage experienced by offices in this field, as well as an attempt to employ the experiences of some successful organizations to The Iraqi environment, through conducting an applied study inside Al-Hadba University College, according to a number of indicators and criteria, to present a set of proposals to address problems related to the field in question.

3. Research Objectives: The most important objectives that the research seeks are to try to identify the reality of the strategic capabilities for top management and organizational performance inside the University College of Al-Hadba, using a set of descriptive statistical indicators, and then diagnosing the nature of the correlation and influence relationship that combines them, in order to test the research hypotheses and elicit A set of conclusions that enhance knowledge to provide a number of recommendations related to the variables investigated.

**THEORETICAL LITERATURE
REVIEW**

Strategic Capabilities

There is a set of overlapping terms that can be relied upon when referring to the strategic capabilities for top management, as the concept of core capabilities, core competencies or rare capabilities can be used to refer to the same meaning, and accordingly the definition of the concept of strategic capabilities for top management depends on the direction and strategic thinking of researchers and those interested. Therefore, their definitions varied (Wang et al, 2015 : 1130). From a strategic point of view, the strategic capabilities for top management were defined as (one of the strategies that the organization uses to control its operations and data to ensure the least possible loss) (Liu et al, 2009 : 112). The strategic capabilities for top management and organizational performance were also defined as (an integrated set of knowledge, skills and experiences that can be derived from the functional elements, and it is one of the important elements for its implementation, regardless of the organizational level) (Toften & Hammervoll, 2010 : 737). There is a set of factors that play a role in building the strategic capabilities for top management, including investing in advanced technology, providing the resources required to support it, as well as forming strategic alliances with managers in

other organizations (Parnell: 2011 : 131). It was also known as (a set of capabilities through which an organization can add a distinctive value to its products and sustain it for a long period of time) (Raymond & St-Pierre, 2011 : 83). It was defined as (the set of capabilities that exceed organizational boundaries, are widespread inside and outside the organization, and are employed in the implementation of work well) (Grobler, 2010 : 652). It is necessary to point out the importance of the strategic capabilities for top management, as the investment in these capabilities represents the real justification for the organization's survival in the context of the competitive work environment, and difficult economic conditions, as these capabilities are the main source of the core capabilities that it enjoys and which are difficult to emulate from competitors, and can also be Use it in a variety of fields, to achieve its goals (Ismail et al, 2011 : 5469). According to the competitive approach, strategic capabilities have been defined as (the main source of competitive advantage, which helps the organization to transcend routine work to other businesses that competitors cannot easily imitate) (Hong et al, 2013 : 125). On the other hand, it was defined as (the way of acting and thinking that the senior management adopts in many cases and situations, specifically exceptional ones) (MacDonald et al, 2019 : 3). From an administrative point of view, it was defined

as (the distinctive procedures that the organization adopts to innovate new products, in a way that meets the needs of its customers in the untapped markets) (Sridharan et al, 2020 : 174). The strategic capabilities for top management can also be defined from the researcher's point of view as (a complete set of mental and leadership abilities that enable top management to manage themselves and help them carry out the tasks and duties entrusted to them, specifically in critical and exceptional situations). We will try to study and diagnose the reality of the strategic capabilities for top management inside Al-Hadba University College, by identifying the most important sub-capabilities that interact with each other to build them, and the most prominent of which can be identified as follows (Zhang & Zhu , 2021: 184):

1. The first dimension (**mental abilities**), which refers to learning facts and models by top management, and employing them in generating new and unfamiliar knowledge that can be employed in enhancing the competitive advantage of their organization.
2. The second dimension (**leadership capabilities**), which refers to exercising influence on others, and helping them achieve their goals and the goals of their organization, as well as ensuring cooperation with others and coordination between their activities and tasks.

3. The third dimension (**self-management capabilities**), which refers to the ability of senior management to achieve its own moral integrity, directing and controlling itself, specifically in exceptional situations, as well as their ability to balance the requirements of their work and personal lives.

Organizational Performance

The concept of organizational performance is one of the most complex administrative concepts, because of its capacity and comprehensiveness, as it involves the success and failure achieved by organizations, as well as the effectiveness and efficiency of investing their resources, and what are the planned and actual results in quantity and quality that they achieve (Singh et al, 2019 : 23). For this reason, the definitions provided by researchers varied when studying organizational performance, and according to the efficiency and effectiveness approach, organizational performance was defined as (the organization's ability to invest its resources in the best possible efficiency, to achieve its goals with the intended effectiveness) (Bach et al, 2019 : 2). It is also known as (the final outcome of the activities and tasks carried out by the organization, in order to achieve the goals it seeks) (Gupta et al, 2019 : 2). Focusing on the resources available to the organization, organizational performance

was defined as (the organization's readiness to invest the financial, material, information and human resources available to it, in the best way to achieve the intended results) (Huang & Huang, 2020: 4). According to the systems approach, organizational performance is defined as (an integrated set of sub-systems that integrate and interact with each other, to reach the intended results, which represent a smaller part of the total system of the organization) (Rafiq et al, 2020 : 3). Focusing on the internal operations of the organization, organizational performance was defined as (the organization's ability to transform and invest the resources available to it, into outputs of value to the customers who deal with it) (Hassan & Jaaron , 2021 :2). From an administrative point of view, organizational performance has been defined as (the organization's ability to draw up a set of administrative policies and procedures that enable it to carry out its tasks and duties as required) (Lim et al, 2021 : 3). There is a set of indicators that can be relied upon to identify the organization's ability to achieve the required levels of organizational performance, preceded by the satisfaction of customers as they are the beneficiaries of the services it provides to them, as well as the job satisfaction of its human resources, which encourages them to stay and continue to work (Prasad et al, 2020 : 330). As for creativity, it is one of the important indicators that confirm the organization's

ability to provide what is new and unfamiliar, and then compete in its private sector. It is necessary to refer to the profit indicator, which represents one of the quantitative indicators that enable the organization to implement the various projects that it intends to undertake (Ying et al, 2020 : 3). There is also a set of factors that play an important role in raising the levels of organizational performance within organizations, preceded by the degree of cultural and organizational harmony between the human resources working with them at their various organizational levels (Hamann & Schiemann, 2021 : 47). As well as the various capabilities and resources it possesses and the most important methods adopted for their investment, as well as the administrative and leadership philosophy adopted in moving and directing the organization (Kim et al, 2021 : 266). Accordingly, organizational performance can be defined from the researcher's point of view as (the organization's ability to achieve its goals and strategic plans, by investing the resources available to them and rationalizing the decisions they take, to keep pace with the successive developments in the surrounding environment). We will try to study and diagnose the reality of organizational performance inside Al-Hadba University College, by identifying the most important results it contains, the most prominent of

which can be identified as follows (Palacios-Marques et al, 2021 : 3-4):

1. The first dimension (**strategic performance**), which refers to the organization's ability to achieve its strategic goals and plans, by investing the resources and energies available to it as planned.
2. The second dimension (**administrative performance**): which refers to the organization's ability to carry out its own administrative tasks, and take appropriate and timely decisions by investing the information available to them.
3. The third dimension (**developmental performance**), which refers to the organization's ability to make changes that make it able to keep pace with the successive developments in the surrounding environment, in a way that ensures that it is not outdated or its performance levels decline.

Accordingly, after discussing the previous ideas, it is clear that the strategic capabilities

for top management play an important role in raising the levels of organizational performance of contemporary organizations, as they embody advanced knowledge, advanced skill and accumulated experience, which can be invested in moving the various resources and energies owned by the organization, and then enhance its ability to achieve levels The performance required to achieve its Objectives and implement its plans.

DATA ANALYSIS AND DISCUSSION OF RESULTS

Research Model, Hypotheses, Tools, And Sample

The main idea of the research scheme is embodied in how to employ the strategic capabilities for top management, which represents (the explanatory variable), to enhance the levels of organizational performance that represents (the responsive variable) within the framework of the relationship and influence between them, as in Figure (1):

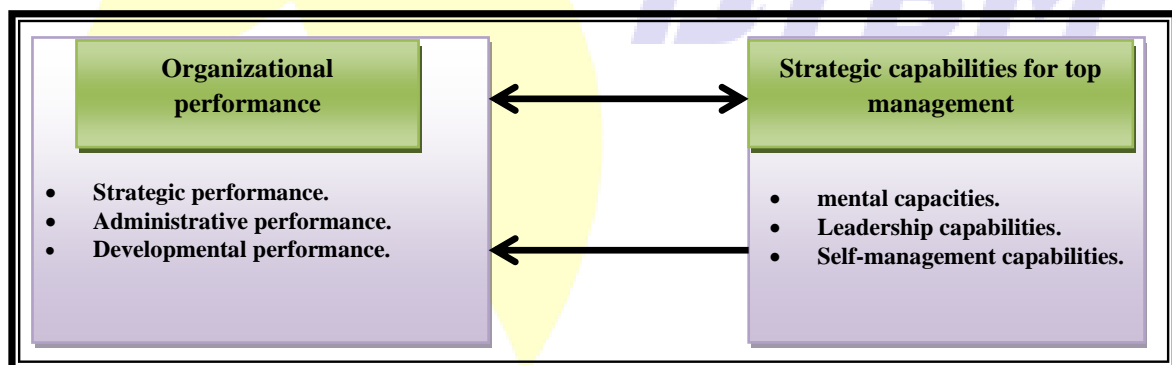


Figure (1) Hypothesis Research Scheme

Within the framework of the hypothesis of the research, the main hypotheses were formulated:

1. **The first main hypothesis** (there is a significant correlation between the strategic capabilities for top management and organizational performance inside Al-Hadba University College).
2. **The second main hypothesis** (there is a significant impact relationship of the strategic capabilities for top management on organizational performance inside Al-Hadba University College).

Research Tools: Use the descriptive approach because it is compatible with the goals and directions of the research, as the questionnaire was used as the main tool for data collection, which was prepared using a number of ready-made indicators and criteria after the researcher adapted them to suit the Iraqi environment, by subjecting them to tests of validity and reliability. It was presented to a number of arbitrators specialized in the field of strategic management, numbering (12) arbitrators, and in the light of their observations and opinions, some paragraphs of the questionnaire were reformulated, others were deleted, and new paragraphs were added. The paragraphs of the questionnaire achieved an agreement rate of (93%), and this clearly reflects the presence of consistency between

its paragraphs, its dimensions and its main variables. In addition, the researcher conducted a reliability test for the questionnaire, as he distributed it twice to the same sample during two periods of time, separated by (14) days. The questionnaire achieved a stability rate of (91%), which is an excellent percentage and reflects its ability to give the same results if it is distributed to the same sample during different periods of time. In order to ensure the efficiency of the questionnaire in achieving the desired objectives, specifically providing the researcher with data that enables him to achieve the objectives of his research, confirmatory and exploratory factor analysis was conducted on it, and it achieved results greater than the standard value (1.96), which confirms the conformity of the questionnaire and its variables with the hypothetical model of the research. and the hypotheses emanating from it, and that they are of sufficient quality to achieve their objectives. The data was also subjected to a normal distribution test, and the results were greater than (0.05), and accordingly they follow the normal distribution, and the tools referred to in the practical side can be used to analyze them.

The Research Community And Sample: Al-Hadba University College was chosen as a field of application, as it is one of the prestigious Iraqi private colleges, which was

able to achieve a series of remarkable successes, during the past years, despite the competition witnessed by the competing private colleges, and this gives an indication of the possession of its top management strategic capabilities that It can be adopted in carrying out its main activities, which enabled it to achieve the required levels of organizational performance. The (23) members of Al-Hadba University College Board of Human Resources were selected as a sample for the research using the intended sampling method. Perhaps the most prominent of its characteristics is that the proportion of males represents the full percentage of the sample as it reached (100%) with regard to the gender of the sample. In terms of the nature of work, the largest percentage of the sample are teachers, whose percentage reached (93%) compared to (7%) only for administrative employees.

The ages of the studied sample ranged between (25-40 years), with a percentage of (51%), and the remaining (49%) are more than (40) years old. With regard to years of service, the majority of the surveyed sample have more than (10) years of service, whether inside or outside the college in other organizations.

Data Analysis And Interpretation

In the paragraph, the researcher tries to conduct a descriptive analysis to identify the reality of the strategic capabilities for top management and organizational performance inside Al-Hadba University College, using the percentage of agreement and the arithmetic mean to identify the degree of its presence, as well as the standard deviation and the coefficient of variation that help in diagnosing the degree of harmony and dispersion, and table (1) shows These results:

Table (1) Descriptive analysis of the researched variables inside Al-Hadba University College

T	Dimensions & Variables	Percentage of Agreement	Arithmetic Mean	Standard Deviation	Coefficient of variation	Relative importance	Appreciation
1	mental capacities.	%90	4	0.69	0.17	3	Excellent
2	Leadership capabilities.	%91	4.1	0.67	0.16	2	Excellent
3	Self-management capabilities.	%92	4.2	0.65	0.15	1	Excellent
	Strategic capabilities for top management	%91	4.1	0.67	0.16		Excellent
5	Strategic performance.	%89	3.7	0.73	0.20	2	very good
6	Administrative	%91	4.1	0.67	0.16	1	Excellent

		performance.						
7		Developmental performance.	%87	3.5	0.77	0.22	3	very good
		Organizational performance	%89	3.8	0.72	0.19		very good

1. It is evident from Table (1) that the percentage of agreement on the strategic capabilities for top management amounted to (91%), which is an excellent percentage and higher than the standard value (66.7%), It confirms the interest of Al-Hadba University College in investing the strategic capabilities for its top management, and employing them in rationalizing decisions and building future directions that it intends to implement. The arithmetic mean value of the strategic capabilities for top management aligned with the percentage of agreement, which amounted to (4), which confirms the availability of these capabilities at a high level inside Al-Hadba University College. The standard deviation confirms the existence of a high consistency between the researched sample when answering the items of strategic capabilities for top management, as well as the coefficient of variation confirmed its low dispersion, as its values reached (0.67) (0.16) respectively. With regard to the arrangement of the dimensions of the strategic capabilities for top management according to their

relative importance, which was calculated according to the value of the coefficient of variation, as it came dimension the self-management abilities in the first rank with a coefficient of variation (0.15), while the dimension of leadership abilities came in the second rank with a coefficient of variation (0.16), and came in the rank The last one dimension mental abilities with a coefficient of difference (0.19).

2. It is clear from Table (1) that the percentage of agreement on organizational performance reached (89%), which is a very good percentage and higher than the standard value (66.7%), It affirms the interest of Al-Hadba University College in investing the energies and resources available to it, and employing them in achieving the required levels of organizational performance. The arithmetic mean value of organizational performance aligned with the percentage of agreement, which amounted to (3.8), which confirms its availability at a high level inside Al-Hadba University College. The standard deviation confirms the existence of high consistency between the researched sample when answering the items of

organizational performance, and the coefficient of variation also confirmed its low dispersion, as its values reached (0.72) (0.19), respectively. With regard to the arrangement of the dimensions of organizational performance according to their relative importance, which was calculated according to the value of the coefficient of variation, as it came dimension the administrative performance in the first rank with a coefficient of variation (0.16), while it came dimension the strategic

performance in the second rank with a coefficient of variation (0.20), and it came in the last rank dimension performance development with a coefficient of difference (0.22).

To test the two main hypotheses of the research, which explain the nature of the correlation and influence relations between the strategic capabilities for top management and organizational performance inside Al-Hadba University College, it is possible to rely on the results indicated in the table ():

Table (2) Results of the research hypotheses test

	a	B	R ²	r	f	المعنوية
Strategic capabilities for top management	0.59	0.99	%41	**0.69	18.5	0.01

1. Table (2) shows that the value of the correlation between the total strategic capabilities for top management and organizational performance inside Al-Hadba University College was (0.69**), and this result confirms the significant positive relationship between these two variables, with a level of significance (0.01) and confidence limits (0.99), and accordingly It can be said that the strategic capabilities for top management play an important role in providing Al-Hadba University College with the information and knowledge it needs to achieve the required levels of performance. Accordingly, the researcher

can rely on this result in providing the basis for accepting the first research hypothesis, which states (there is a significant correlation between the strategic capabilities for top management and organizational performance within the Al-Hadba University College).

2. The calculated (f) value was also used in testing the main hypothesis included in the research, and as shown in Table (3) that the (f) value of the impact of the strategic capabilities for top management on organizational performance inside Al-Hadba University College amounted to (18.5), which is greater than the tabular value With a level of significance (0.01) and confidence limits (0.99), and then it

confirms the significance of the effect of the explanatory variable on the responsive variable, and that the current regression model is able to describe the effect relationship between them. The value of $(a = 0.59)$, which confirms the possibility of enhancing organizational performance inside Al-Hadba University College by (0.59) , even if the strategic capabilities for top management is zero, while the value $(B = 0.99)$ reflects the ability of Al-Hadba University College to enhance Its organizational performance changes by (0.99) when changing the strategic capabilities for top management as one unit. As for the value of (R^2) of (41%) , it confirms the interpretation of the strategic capabilities for top management (41%) of the discrepancy in the ability of Al-Hadba University College to enhance its organizational performance, and that (59%) is explained by other factors. Accordingly, this is a logical justification for accepting the second main hypothesis of the research, which included the following: (there is a significant impact relationship of the strategic capabilities for top management on organizational performance inside the Al-Hadba University College).

CONCLUSIONS

After discussing the results in the previous paragraph, the researcher was able to derive

a set of conclusions and make some recommendations. It was concluded that Al-Hadba University College relies on the strategic capabilities for top management in rationalizing its decisions and determining its future directions, and this gives a clear indication of the importance of these capabilities as they embody the skills, expertise and knowledge of its management. Accordingly, it was recommended that Al-Hadba University College adopt a set of contemporary measures to enhance the strategic capabilities for top management, in particular by hosting specialists in this field, to exchange ideas necessary for their continuous modernization and development. The researcher also concluded that Al-Hadba College is working to invest the various energies and resources it possesses to achieve the required levels of performance, and then achieve its goals and implement the plans it seeks. Accordingly, the researcher recommended the need to use contemporary techniques and technological systems, in building the necessary databases to monitor the stages of implementation of organizational performance, in order to diagnose the problems that can accompany it and address them on the spot, to ensure that they do not accumulate or move to the advanced stages of achieving organizational performance. The researcher also concluded that there is a correlation between the strategic capabilities for top management and

the organizational performance inside Al-Hadba University College, in addition to that it exerts a significant influence in raising the levels of this performance. Accordingly, the researcher recommended the establishment of a series of training courses in order to enhance the knowledge, skill and experience

of higher administrations inside Al-Hadba University College, and then enhance their strategic capabilities and employ the results of that in investing the available resources and energies, in order to achieve the required performance levels.

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