

**THE ROLE OF DISTINCT CORE CAPABILITIES IN ACHIEVING  
ORGANIZATIONAL BRILLIANCE/ AN EXPLORATORY STUDY OF THE  
OPINIONS OF A SAMPLE OF MANAGERS WORKING IN THE IRAQI GENERAL  
COMPANY FOR CEMENT / KUFA CEMENT FACTORY**

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### **Abstract**

The current research seeks to achieve several goals by defining the correlation and influence of distinct core capabilities (through its dimensions (organizational resources, human resources, capabilities)) in achieving organizational brilliance (through its dimensions of (brilliance in leadership, brilliance in service and innovation, brilliance in knowledge) The questionnaire was used as a tool for collecting the necessary data and information, through an intentional sample of (124) represented by senior administrations, heads of departments, directors of divisions and units in the Kufa cement factory, and the descriptive analytical method was used mainly in Presentation, analysis and interpretation of research information, based on a set of statistical methods such as confirmatory factor analysis and structural equation modeling method to measure the effect relationship, arithmetic mean, standard deviation, coefficient of variation, modified analysis and Pearson correlation through statistical programs (SPSS V.24; Amos V.23). The importance of the current research stems from its handling of an important sector, which is the industrial sector, as this sector is considered the most important and effective in the process of economic development. Among the most prominent findings of the research is the interest of the Kufa Cement Factory management in adopting distinct core capabilities and rationalizing their use in terms of attention to organizational resources, improving the internal work environment, and directing employees to cooperate and follow helpful behaviors and work in a team spirit in order to ensure the improvement of manufacturing, achieving the necessary goals and strengthening the basic capabilities of the plant from It would improve the level of organizational brilliance in the future.

**Key words:** Distinguished intrinsic capabilities, organizational brilliance, Kufa Cement Factory.

### **Introduction**

Governmental organizations generally aim for the success of their work to be in continuous competition with the rest of the organizations and to develop for the better. One of the important things in the success of these organizations is their brilliance and distinction from other organizations in the performance of their work, and thus obtaining a good competitive advantage. If good and qualified leadership is absent, performance is absent. The management was unable to achieve its goals and thus the extent of the organization's success and efficiency can be measured through the success of the administrative leaders in the uniqueness and brilliance in the performance of the work. The concept of organizational brilliance appeared as one of the most important entry points for organizational behavior to meet challenges and keep

pace with rapid changes. The organization's possession of organizational brilliance enables it to achieve a dynamic alignment between its capabilities, resources and services, and the opportunities provided by the external environment and the challenges it poses. Therefore, organizations must pass their vision to employees, link brilliance to activities and operations, delegate organizational workers, and assess brilliance. Promote technology, encourage learning and that business organizations today are striving to achieve excellence and sustainability in the work environment in order to win competition. Some organizations show superior performance and great success in developing and following up their strategies compared to competing organizations, as the success of some organizations is due to their possession of core capabilities that work to support organizations in a way that helps distinguish them from other organizations, whose development requires a number of strategies and policies to improve the performance of employees in an appropriate manner. Access to distinguished ideas and solutions, as core capabilities form the basis on which organizations rely in achieving their goals and ensuring their survival and continuity. Help it adapt to environmental changes in order to achieve high performance.

### **Scientific Methodology**

#### **First: the research problem**

The field problem is manifested in the existence of a knowledge gap between theorizing and the applied reality in most organizations and this is due to the acceleration of knowledge that the world is witnessing today and to the practical progress that has taken place in all areas of life and the focus on the types of intelligence and multiple abilities and the interest in thinking and discrimination in work and with regard to the organizational brilliance variable, he pointed out (Radi , 2020:3-4) indicated that the complex and rapid changes resulting from the tremendous progress in technology and services as well as globalization, made organizations seek competition and excellence in their workplaces, and even look for organizational brilliance, which is the highest level of excellence, and on the other hand many do not know many Organizations How to create an environment in which their employees can grow and shine in order to contribute effectively to the work and this is one of the challenges that organizations face. In light of these challenges, organizations have been forced to adopt many modern strategic leadership concepts that are capable of formulating and implementing various strategic directions, as well as defining what is known as distinct core capabilities in the implementation of their activities and work to reach the highest levels of excellence and uniqueness in performance over competitors, and accordingly, the research problem is centered: By adopting distinct core capabilities as an inevitable means of developing and enhancing levels of organizational brilliance better than competitors To achieve efficiency and effectiveness in activities and operations by encouraging and motivating workers and expanding their vision through others, as well as the impact of capabilities on individual performance and organizational results through the knowledge, skills and capabilities associated with them and their employment in the organization's operations practices in order to contribute to giving value to the organization and workers together, and that In order to achieve excellence and creativity in customer service. From the foregoing, the research problem

can be clarified by asking the following main question: What is the role of distinct core capabilities in achieving organizational brilliance in the research sample organization? From this point of view, the research poses a set of sub-questions that express the problem of research in the organization in question, as follows:-

1. What is the perception of the respondents towards the research variables in the research organization?
2. To what extent are the dimensions of distinct core capabilities available in the organization under study?
3. To what extent are the dimensions of organizational brilliance available in the organization in question?
4. Do distinct core capabilities affect the enhancement of organizational brilliance?

### **Second, the importance of research**

The importance of research stems from the importance of its variables, and the subject it addresses, and industrial organizations that apply these variables and their sub-dimensions aim to improve their industrial work, attract customers and achieve high levels of performance, and this is reflected in their survival in the global competition market, which will create a state of creativity and innovation among their leaders. Therefore, the importance was embodied in the following:

1. The importance of the studied environment represented by the Kufa Cement Factory, which occupies a prominent position in the local community and increases it with vital products.
2. The lack of Arab studies and their limitations that focused on studying the variables and dimensions of research and the relationship between them, to the knowledge of the researcher, as there is no research at the local, Arab or foreign level that combines the current research variables and their dimensions in one hypothetical scheme.
3. The importance of the current research is embodied in building a knowledge framework for the current research variables represented by (distinguished core capabilities, and organizational brilliance), as well as displaying an accumulation of knowledge that is a starting point and a motivator for other researchers to enrich this topic in future studies.
4. Attempting to measure and diagnose the reality of the variables and dimensions of research in the research organization.

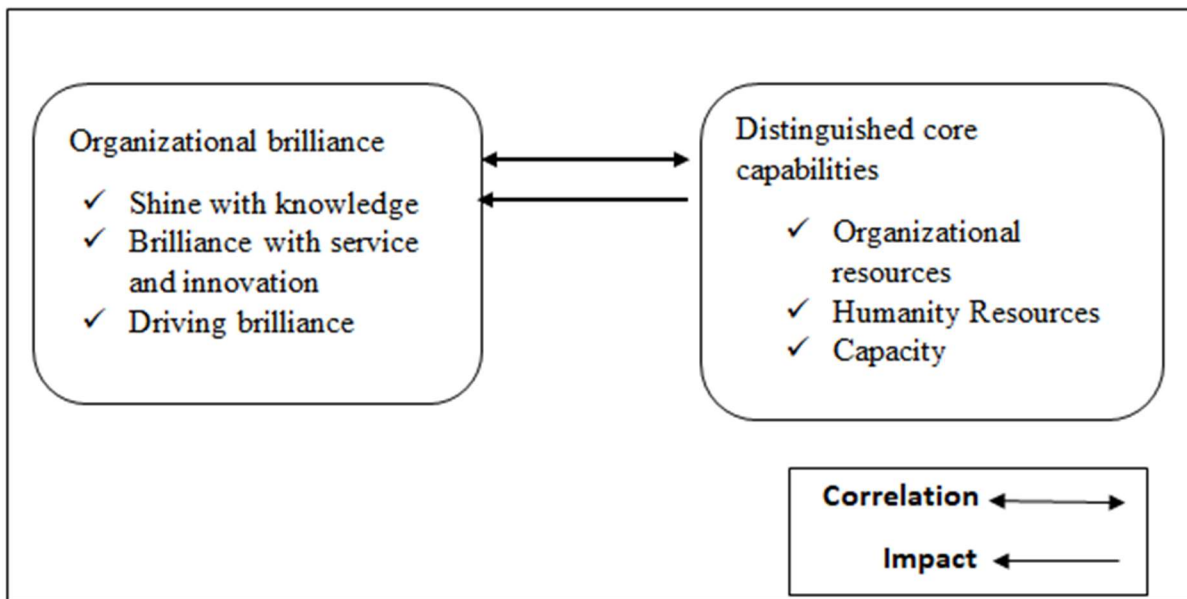
### **Third: Research objectives**

By identifying the problem of the current research and the lack of studies linking the variables investigated and their importance, the main objective of this research can be clarified, which is to test the relationship between the three variables represented by strategic momentum, distinct core capabilities and organizational brilliance, as well as achieving a set of goals as follows:

1. Recognizing the extent to which the dimensions of the core competencies are available in the researched organization and the extent to which organizational brilliance is achieved.

2. Identifying the relationship trends and their nature that link the investigated variables and their sub-dimensions.
3. Identifying the levels of direct influence between the investigated variables and their sub-dimensions.
4. Attempting to present a set of recommendations supported by mechanisms in the light of the results that will be reached that will enhance the level of knowledge and application of the sample studied.
5. Studying and analyzing the nature of the correlation and influence relations between the research variables.
6. Attempting to draw attention to the importance of distinct core capabilities that help increase the effectiveness of working managers and achieve organizational brilliance.
7. The possibility of benefiting from the results of the current research in developing the work paths of the organization in question, as well as presenting some proposals to researchers to carry out a number of future studies regarding its variables.

#### Fourth: the hypothesis of the study



#### Fifth: Research hypotheses

1. The first main hypothesis: There is a statistically significant correlation between distinct intrinsic capabilities and organizational brilliance.
2. The second main hypothesis: There is a statistically significant effect of the distinct core capabilities on organizational brilliance.

#### The theoretical side

##### First: core competencies

##### The concept of core capabilities

The capabilities of the organization make it able to compete in the market in a profitable manner through many things such as skilled workers, knowledge, brand or anything that affects the

competitiveness of the organization. (Schroeder&Goldstein,2018:369)Core competencies are the cognitive, emotional, and social skills that learners need to ensure success and competitive advantage in the present or near future in their educational and professional lives.(Kim, 2019: 4), the strength of the organization that provides it with the ability to withstand negative changes in the external environment and make the organization sustainable in the face of those changes (Hooda & Singla, 2020: 4) And (Tawhi, 2019: 227) defines core capabilities as all the resources owned by the industrial organization, which are described as rare, difficult to imitate and valuable and contribute to helping the organization achieve its goals and future aspirations. An appropriate combination of different resources and skills can distinguish organizations in the market and is the basis for the competitiveness of the organization (Sihotanga et al., 2020: 1608) Core capabilities can be defined as: they are organization-specific skills and activities of tangible value that aim to achieve the highest levels of success and customer satisfaction versus competitors in a more effective and less costly manner than competing organizations.

### **Dimensions of core capabilities**

The interest in the core capabilities of organizations of all sizes has increased, due to their effective role in achieving the learning ability of individuals in the organization. Therefore, the scale (Jabbouri & Zahari, 2014:132) was adopted for its suitability to the research sample, which are:

A - organizational resources Organizational resources are defined as all the assets, capabilities, organizational processes, characteristics of the organization, information, knowledge, etc., that are controlled by the organization and that enable managers to visualize and implement strategies that improve their efficiency and effectiveness (Dess et al., 2007:91), (Hofer & Schendel, 2006: 86). As for (Jiang Wei, 2014: 34) he sees it as financial resources, human resources, organizational reputation, and brand reputation. Whereas (Wojciechowska, 2016:5) that organizational resources are all means of production, people, information, and instructions owned or used by the organization. Organizational resources have also been defined as the tangible and intangible assets that organizations use, and on the basis of which organizations choose and implement their strategy, these resources are usually unique, valuable, cannot be imitated and have no alternative, and are different from one organization to another (Jashapara, 2011:100)

b- human resources The human resource is the beating heart of the organization with which it can achieve what it aims at, so the human resource is one of the important resources owned by organizations, so it is necessary to work diligently and continuously for its good management, development and development to achieve the goals of the organization, improve its performance and increase productivity (Karfoua and Al-Baldawi, 2013: 149) Human resources are valuable, scarce and irreplaceable resources that contribute to the true competitive advantage (Hitt et al, 2001:13). While (Al-Husseinawi, 2019: 91) believes that the human resource is the main pillar of the organization of any kind, as there is no organization without human resources, so the investment of human resources is represented by individuals working in organizations of various categories, levels and disciplines, and is the real pillar on which the organization is based. . The working individuals are the tool to achieve the objectives of the

administration, they are the source of thought and development, and they are able to operate and employ the rest of the material resources available to the organization. Human resources also make an effective contribution to achieving the goals of the organization if the conditions that push individuals to work are available.

C- capabilities Capabilities are the skills of the organization that coordinate between the resources of the organization and put them to use, and they lie in the organizational rules, that is, the method adopted by the organization in making decisions and managing internal processes to achieve its goals (Charles and Gardet, 2010: 185), capabilities are used to complete the organizational tasks required to produce the goods and services that The organization offers it to customers in order to create value for them (Hitt, 2017: 88) Capabilities are one of the main pillars for enhancing the proportionality and strategic compatibility of organizations, which contributes to enhancing internal stability in them and benefiting from their unique characteristics (Alshibli, 2016:73)

## **Second: organizational brilliance**

### **The concept of organizational brilliance**

It is the feeling of working individuals of psychological well-being and that their lives are going well because they perform their work effectively and a feeling of job satisfaction (Demerouti et.al., 2015:88) Which is to achieve high profits or market share and satisfaction of customers and employees through the introduction or innovation of a product in a different and superior way from competitors in which products are presented at the highest level of quality and show initiative and adherence to the standards set to put the organization on the path of excellence and brilliance Lal,( 2017: 373) It is monitoring, sensing and exploiting opportunities by the organization through effective strategic planning and clarity of the comprehensive vision, in which the objectives are defined and the necessary resources are provided to achieve organizational brilliance in performance (Ahmad and Al-Saeedi, 2019: 556) Organizational brilliance: It is a combination of the wonderful feelings possessed by employees, which leads to the highest level of well-being and creativity that distinguishes organizations from other organizations in the long run in the field of leadership, service and knowledge. Leads to outputs that enhance the ability to compete.

### **Dimensions of organizational brilliance**

The opinions of researchers in the field of management in general and organizational behavior in particular varied, from those who dealt with the dimensions of organizational brilliance to a large extent.

A - brilliance in leadership The leadership defines “the ability to analyze, predict and predict under environmental conditions, which contributes to maintaining flexibility and empowering workers to bring about organizational change processes when necessary” (Al-Maghrabi, 2015: 11), and defines them (Al Shaer, 2017: 11), “the capabilities and characteristics that Possessed by an individual or a group of individuals that contribute to influencing the achievement of the organization's goals. As (Sharma & Jain, 2013: 310), he defined it as “the process through which the leader can influence others to achieve a common goal and direct the organization in a way that makes it more coherent and interdependent”.



B - Brilliance with service and innovation Determining the service and quality of products is one of the important tools for measuring the performance of organizations by understanding the needs and desires of customers and knowing the extent of their satisfaction with the services provided, although there is no general agreement on one specific model used to measure or determine the service of the product provided, and the service was defined (Fan, 2018: 10-11) as “a set of activities or benefits that are provided from one party to another and are essentially intangible and always related to a physical product or not” and also defined, “the ability to provide the service in a way that exceeds or matches the expectations and perceptions of the beneficiaries thereof. Which contributes to achieving increased customer satisfaction, taking into account the cost factor” (Pakurár, 2019:4) As for innovation, it has become one of the most important basic factors that organizations cannot go far without and achieve their strategic goals in the long run, especially after technological developments and the emergence of the concept of globalization and economic openness between countries, which forced them to adopt this concept and it is known as “the specific method or tool.” To the leaders of organizations and their ability to exploit change in order to provide the best products in a diversified way”, or it is “the process of transforming an opportunity into new and modern ideas that are widely used in the process” (Zawawi et al, 2016: 88), and he defines it (Sheikh, 2018: 84). ) as "the process of renewal and change in administrative systems in accordance with environmental requirements aimed at creating and building new knowledge and presenting it to the customer".

C - brilliance of knowledge The brilliance of knowledge contributes to many activities, the most important of which is its effectiveness in decision-making and in all its stages, whether in the stage of identifying the problem, choosing an alternative or evaluating alternatives, by providing decision makers with all the information and data that make it an effective process, as well as improving the ability of workers to Knowing what is related to the tasks entrusted to them (Razouki, 2019: 64), and it was defined as “the process through which the organization can enhance organizational performance through optimal treatment and application in the development of a flexible structure as well as organizational culture, system and procedures that contribute to the enhancement of knowledge and its exchange among workers in organization” (Micić, 2015:51)

### **practical side**

#### **First: To test the first main hypothesis**

#### **(There is a significant correlation between distinct core capabilities and organizational brilliance)**

The results of the table ( ) indicate the existence of a strong, positive, significant correlation between the variable intrinsic capabilities and organizational brilliance, as the value of the correlation coefficient between them reached (0.597\*\*) and this value indicates the strength of the direct relationship between these two variables at a level of significance (0.01). With a confidence level (99%) Based on the foregoing, this relationship can be explained by the interest of the Kufa Cement Factory management, the study sample, in adopting distinct core capabilities and rationalizing their use in terms of attention to organizational resources, improving the internal work environment, and directing employees to cooperate and follow the

behaviors of assistance and work in a team spirit in order to ensure the improvement of manufacturing, achieving the necessary goals and strengthening The basic capabilities of the laboratory would improve the level of organizational brilliance in the future.

**Based on the foregoing, the first main hypothesis can be accepted.**

Table(1)Correlation coefficients between intrinsic capabilities distinguished by their dimensions and organizational brilliance

Variables		organizational resources	HR	Capacity	capacity intrinsic Featured
brilliance organizational	Pearson Correlation	.433**	.483**	.511**	.597**
	Sig. (2tailed)	.000	.000	.000	.000
	N	124	124	124	124

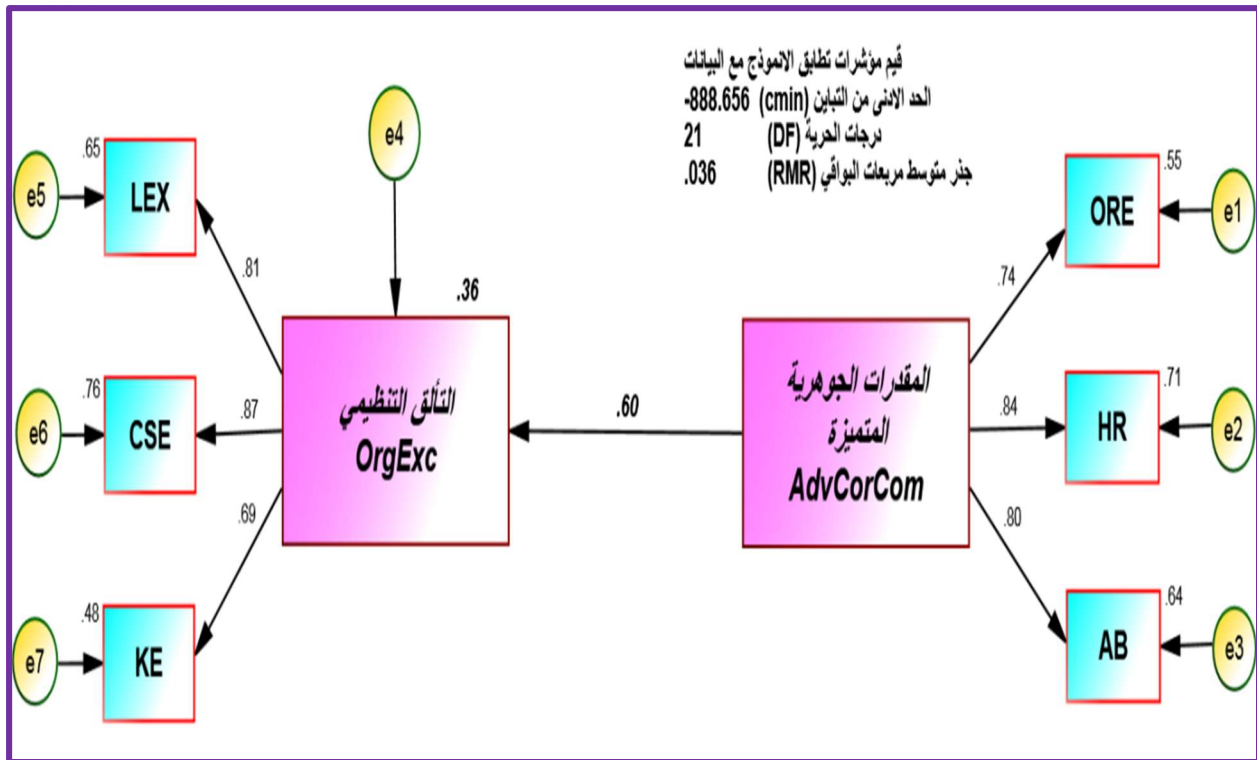
Source: SPSS V.23 output.

Second: Testing the second main hypothesis: (there is a significant effect of distinct intrinsic capabilities in organizational brilliance)

Figure (1) shows the existence of a positive and significant effect of the variable intrinsic abilities distinct in organizational brilliance, as we note that the results of the model matching indicators were within the acceptance rule assigned to them, the value of (RMR = 0.036), which is less than its acceptable range of ( 080). It is also clear that the value of the standard effect factor has reached (0.60), which means that the distinct intrinsic capabilities variable affects the organizational brilliance variable by (60%) at the level of the Kufa Cement Factory, the study sample. This means that changing one unit of deviation from the distinct intrinsic capabilities in the Kufa Cement Factory, the study sample, will lead to a positive change in the organizational brilliance by (60%). This value is considered significant, because the critical ratio (C.R.) shown in the table is (8.251) a significant value at the level of significance (P-Value) shown in the same table.As it is clear from Figure that the value of the interpretation coefficient ( $R^2$ ) has reached (.360), which means that the distinct intrinsic capabilities variable is able to explain (36%) of the changes that occur in the organizational brilliance in the Kufa Cement Factory, the study sample. As for the percentage The remaining (64%) is due to other variables not included in the study model.

Figure (1) the effect of distinct intrinsic capabilities on organizational brilliance





Source: Program output (Amos V. 23)

Table (2) Paths and Parameters of the Intrinsic Abilities Impact Test Featured in brilliance organizational

Tracks Paths	Standard gliding weights SRW	Non-standard assessment Estimate	standard error SE	critical ratio CR	Significance P
organizational brilliance <--- Distinguished core capabilities	.597	.598	.072	8.251	***
ORE <--- Distinguished core capabilities	.743	.913	.074	12.319	***
HR <--- Distinguished core capabilities	.842	1.084	.063	17,344	***
AB <--- Distinguished core capabilities	.802	1.002	.067	14.912	***
LEX <--- brilliance organizational	.805	1.023	.068	15.055	***

CSE	<---	brilliance organizational	.870	1.213	.062	19,581	***
KE	<---	brilliance organizational	.693	.764	.072	10,665	***

## Conclusions and recommendations

### Conclusions

1. The laboratory has a clear conception of the distinct core capabilities that achieve its superiority and brilliance over the leading organizations in its field of work. However, the skills and activities that achieve the highest levels of success and customer satisfaction were not at the required level that ensures its superiority over the rest of the competitors.
2. Although the laboratory management possesses good human resources, it still suffers from problems in the process of developing these resources by selecting workers according to their capabilities and experiences.
3. The labor administration has a clear conception of the capabilities possessed by the working individuals to face the changes, but in reality it lacks the speed of investing opportunities and monitoring threats. This is due to the fact that the level of awareness and awareness of the employees of the importance of strategic decisions did not receive clear attention, which had a negative impact.
4. The management of the laboratory is interested in adopting the distinct core capabilities and rationalizing their use in terms of attention to organizational and human resources and increasing their capabilities whenever their brilliance and distinction over business organizations in the field of competence.
5. Service and innovation are among the most important factors that organizations cannot go far without and achieve their strategic goals in the long run. Therefore, the laboratory management enjoys a good level of attention to suggestions and complaints submitted by customers and works to conduct developmental surveys on an ongoing basis in order to identify the diverse needs of customers And how to improve the level of products and carry out continuous improvement processes for all manufacturing and service processes provided to achieve maximum levels of brilliance.

### Recommendations

- It is necessary that the skills possessed by individuals working in the work achieve the highest levels of success and customer satisfaction, and this lies through:
  - A - The laboratory has specific standards for developing the skills of individuals and developing their capabilities.
  - B - Attracting working individuals with distinctive skills and experience to achieve a quality advantage
- Services.

- C - The factory management possesses unique capabilities that ensure excellence in performance and consequently brilliance.
- The laboratory seeks to combine the capabilities and skills possessed by its members to perform its activities, which enhance its positive characteristics that are difficult to imitate by others.
- The necessity of improving the level of skills possessed by working individuals by involving them in training programs, as well as setting a mechanism and specific criteria for selection based on their capabilities and specialized expertise, in order to achieve brilliance over the leading organizations.
- The need to invest in strengths and work to strengthen them, as well as monitor the threats facing the work by increasing the awareness and awareness of working individuals of the importance of strategic decisions.
- Working to create an environment of wonderful positive feelings that help to reach the highest levels of luxury and creativity to achieve brilliance and distinction from the rest of the organizations in setting strategic goals and formulating the plan and executive programs.

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