

**THE ROLE OF STRATEGIC MOMENTUM 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 relationship and influence of strategic momentum (through its dimensions represented (insight, collective commitment)) in achieving organizational brilliance (through its dimensions of (brilliance in leadership, brilliance in service and innovation, brilliance in knowledge)) and identifying the most prominent obstacles. The questionnaire was used as a tool for collecting the necessary data and information, through an intentional sample of (124) represented by the higher administrations, heads of departments, directors of divisions and units in the Kufa Cement Factory, and the descriptive analytical method was used mainly in presenting the research information and Analyze and interpret it, depending 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's correlation through SPSS V.24 statistical software; Amos V.23)). The importance of the current study stems from its treatment 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, the Kufa Cement Factory management seeks to mobilize its strategic resources in order to enhance the insight of its employees in dealing with strategic issues and to involve them in making strategic decisions that are related to their future in the laboratory and directing them to adopt a spirit of cooperation in carrying out the duties assigned to them and seeking to participate Information, knowledge and benefit from the skills possessed by co-workers in order to enhance the level of organizational brilliance.

Key words: strategic momentum, 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. Strategic momentum is a tool for the development and development of organizations, especially after the transformations that the world has witnessed. It can be noted that strategic momentum is one of the old concepts, but the organizations did not adopt it in a scientific way, except after highlighting it by researchers in recent years, and it was considered one of the most important determinants of success and brilliance. organizations. The importance of the current study stems from its treatment 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.

Scientific Methodology

First: the research problem

The 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 variable of organizational brilliance, 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 organizations do not know How to create an environment in which its 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 able to formulate and implement various strategic directions, to reach the highest levels of excellence and uniqueness in performance over competitors. Achieving the strategic goals of the organization, and once plans are developed, they must be managed and implemented actively to maintain the momentum of its strategy, in order to help the organization go far beyond the limits of its capabilities and achieve brilliance in performance, efficiency and effectiveness in activities and operations by encouraging and motivating workers and expanding their vision, in order to Real excellence and creativity in customer service. From the above, the research problem can be clarified by asking the following main question: What is the role of strategic momentum in achieving organizational brilliance in the research sample organization? From this point of view, the study raises a set of sub-questions that express the problem in the organization under study, as follows- :

1. What is the perception of the respondents towards the research variables in the research organization?

2. What is the availability of dimensions of strategic momentum in the organization in question?
3. What is the availability of dimensions of organizational brilliance in the organization in question?
4. Do all dimensions of strategic momentum affect the enhancement of organizational brilliance?

Second, the importance of research

The importance of research stems from the importance of its variables, and the topic it deals with, 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 competitive 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 provides it with its 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 best of the researcher's knowledge, as there is no study at the local, Arab or foreign levels 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 its current variables, represented by strategic momentum, organizational brilliance, as well as displaying an accumulation of knowledge, which is a starting point and a motivation 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.

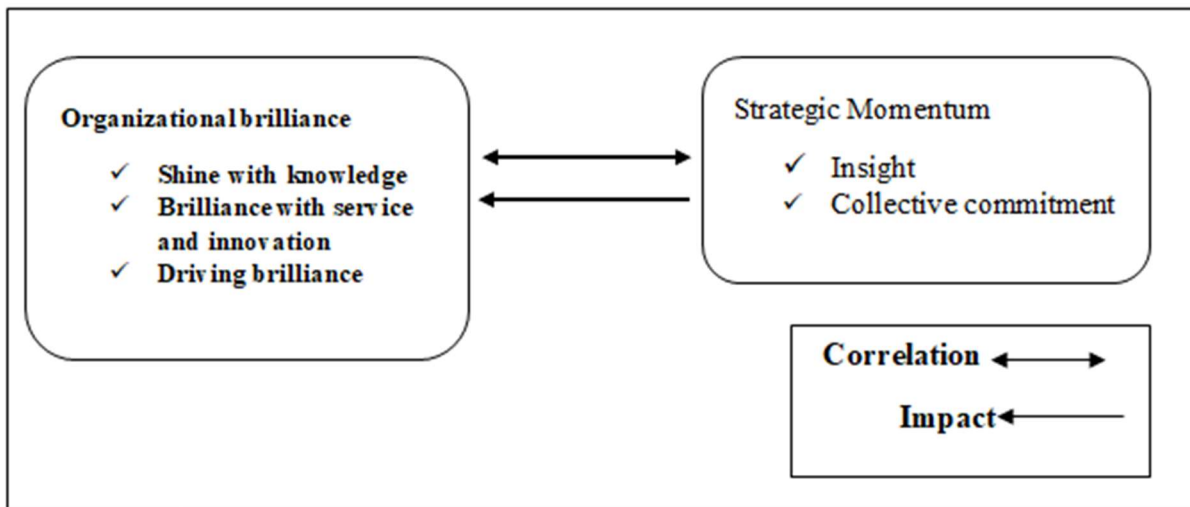
Third: Research objectives

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

1. Recognizing the extent to which the dimensions of strategic momentum are available in the organization in question 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 attract attention to the importance of strategic momentum that helps 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 providing some proposals to researchers to carry out a number of future studies regarding the current research variables.

Fourth: the hypothesis of the research



Fifth: Research hypotheses

1. The first main hypothesis: There is a statistically significant correlation between strategic momentum and organizational brilliance
2. The second main hypothesis: There is a statistically significant effect of strategic momentum on organizational brilliance.

The theoretical side

First: Strategic Momentum

The concept of strategic momentum

A term for expressing the authority, strength and speed of organizational movement and expresses the strength or momentum of organizations to maintain their development and durability in a certain period, which depends on speed management and means decision-making at speeds consistent with the environment and competitive technology today (Ito et Al., 2016: 273) Strategic momentum provides the impetus for change that is an essential part of survival (Ginter et Al., 2018:573) strategic behavior (Opdenakker & Cuypers, 2019:10) The driving force that is gained as a result of the development of processes or the course of events in a coordinated

manner, which is the sum of achieving momentum (Cuypers & Opdenakker, 2019:21) Strategic momentum can be defined as: It is one of the mainstays of strategic change, that is, it is the chain of support provided by the organization towards achieving a predetermined goal, that is, it is the effective growth of the dynamic strategic process.

Dimensions of strategic momentum

The basis of strategic management is the ability to check new strategic patterns and help them take their practical form” (Rajes, 2013:83) (Opdenakker & Cuypers, 2019:25) indicated that the emergence and sustainability of strategic momentum depends on two dimensions:

First: insight

The insight or (organizational visions) is a coherent and strong plan for what should be aimed at the tasks of the members of the organization, and the information must be realistic about the market and competitive, economic and organizational conditions and reflect the values and aspirations of the management, workers and stakeholders, and the main elements of the strategic vision of the organization (Wilson, 1992:19-18)

1. Product and Market Focus: Further refine the scope of strategic focus by identifying specific product lines and market niches.
2. Competitive focus: Perhaps nothing determines the future character of the organization more than its answer to the following question: What is the basis on which we intend to compete in the market? Is it through technology, distribution or service? Whatever the answer, the vision must be implemented beyond words to influence every action and decision.
3. Scope of business: a group of business mix chosen by the organization to follow its production path.
4. Business scale: the size of the future required for the organization.
5. Image and Relationships: The goal should be to go beyond philosophical concerns, identify the vital dynamics needed to implement the vision, and empower employees to make critical operating decisions.
6. Organization and culture: The structure and systems of management, operation and culture of the organization are keys to the successful implementation of the vision.

Second, the collective commitment

A distinct group consisting of two or more individuals who interact dynamically, adaptively, and dynamically, including thoughts, feelings, and behaviors among organizational members toward common organizational goals, values, and tasks (Salas et Al.,2014:5) Group commitment focuses on shared behaviors (i.e. what members of the organization do), attitudes (i.e. what members of the organization feel or believe) and cognition (i.e., the thinking and knowledge of members of the organization), which are necessary to accomplish tasks, and include the basic processes of collective commitment to the following (Salas et Al., 2014). :5) :

1. Coordination: It is the enactment of behavioral and cognitive mechanisms to perform a task and transform resources into results.

2. Cooperation: It is the motivational motives for the members' work, and it includes the attitudes, beliefs and feelings of individuals, which is the engine of behavioral action.
3. Perception: The common understanding among members of the organization that develops as a result of the members' interactions, including knowledge of roles and responsibilities.
4. Training: enact leadership behaviors to establish goals and set the direction that leads to the successful achievement of these goals.
5. Formation: the individual factors related to the performance of individuals and what constitutes a good member of the organization.
6. Communication: The reciprocal process of sending and receiving information between members of an organization that shapes attitudes and behaviours.
7. Context: Situational characteristics or events that affect the meaning of behavior as well as the manner and degree that influence the organization's outcome factors.
8. Conflict: a conflict of interests, beliefs and opinions held by one or more members of the organization.
9. Culture: Represents assumptions about human relationships with the environment that are shared among a specific group of people.

Second: organizational brilliance

The concept of organizational brilliance

A high level of excellence carried out by employees as a result of the knowledge, leadership skills and innovation they possess, or it is the distinction of organizations from the rest of the organizations in the long run in the field of leadership, service and knowledge, and the difference between excellence and brilliance is that excellence focuses on managing and improving operations, while brilliance focuses on Resources and organizational capabilities and knowledge management that are difficult to imitate to achieve the goals of the organization (Trouhid, et al, 2016: 916) Brilliance indicates that workers possess the most impressive qualifications, but also have the ability to create increased value from the resources that are offered to them. And their innovations can finance the organization for several years (Radi, 2020:3-5), and it is necessary to reward workers who enjoy and achieve brilliance in their work and encourage them to present creative and innovative ideas that contribute to improving the service provided to customers (Nafei, 2016:26) (Ahmad and Al-Saeedi, 2019: 556) defines organizational brilliance as monitoring, sensing and exploiting opportunities by the organization through effective strategic planning and clarity of the comprehensive vision in which goals are set and the necessary resources are provided to achieve organizational brilliance in performance and. Achieving brilliance opportunities is not limited to a specific individual or activity in the organization, but must appear in all its activities and works, as it represents the primary concern and concern for organizations that want to continue to shine (Al-Rafie and Abd, 2018: 333), and the concept of brilliance is not exclusive or limited. However, it is how to perform and present work in a good way that is difficult for others to imitate easily (Alshobaki & Abu Naser, 2016:11)Organizational brilliance: It is a combination

of the wonderful feelings possessed by the employees, which leads to the highest level of well-being and creativity that distinguishes the organizations from the rest of the organizations in the long run in the field of leadership, service and knowledge, and this leads to outputs that enhance the ability to intense competition.

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 for (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 product service provided. And the service (Fan, 2018:10-11) defined it as “a set of activities or benefits that are provided from one party to another and are essentially intangible and always linked to a physical product or not.” It is also defined as “the ability to provide the service in the form that It exceeds or matches the expectations and perceptions of its beneficiaries, 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” (Zawawil 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 with 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 the strategic momentum variable and organizational brilliance)The results of the table (1) indicate the existence of a strong positive correlation with a significant significance between the variable of strategic momentum and organizational brilliance, as the value of the correlation coefficient between them reached (0.500 **) and this value indicates the strength of the direct relationship between these two variables at a level of significance (0.01) and a degree of Confidence (99%) Based on the foregoing, this relationship can be explained that whenever the management of the Kufa Cement Factory seeks the research sample to mobilize its strategic resources in terms of enhancing the insight of its workers in dealing with strategic issues and involving them in making strategic decisions that are related to their future in the laboratory and directing them to adopt a spirit of cooperation and harmony in the implementation of duties entrusted to them and seeking to share information and knowledge and take advantage of the skills possessed by co-workers will enhance the level of organizational brilliance.

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

the table(1) Correlation coefficients between strategic momentum in its dimensions and organizational brilliance

Variables	Insight	collective commitment	momentum the strategist	
Brilliance organizational	Pearson Correlation	.416**	.441**	.500**
	Sig. (2tailed)	.000	.000	.000
	N	124	124	124

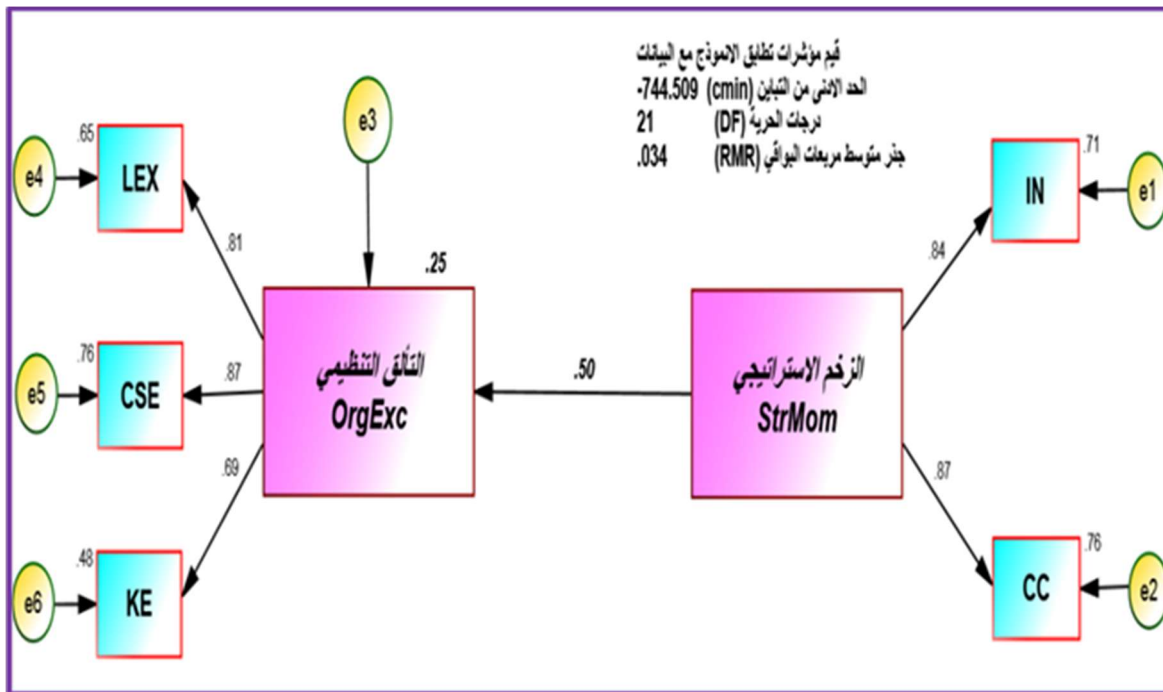
Source: SPSS V.23 output.

Second: Testing the second main hypothesis: (there is a significant effect of strategic momentum on organizational brilliance)

Figure (1) shows the presence of a positive and significant effect of the strategic momentum variable in the organizational brilliance, as we note that the results of the model matching indicators were within the acceptance base assigned to them, the value of (RMR = 0.034), which is less than its acceptable range of (.080).). It is also clear that the value of the standard impact factor has reached (0.50), which means that the strategic momentum variable affects the organizational brilliance variable by (50%) at the level of the Kufa cement factory, the study sample. This means that changing one unit deviation from the strategic momentum in the Kufa

Cement Factory, the study sample, will lead to a positive change in organizational brilliance by (50%). This value is considered significant because the critical ratio (C.R.) shown in the table (1) is (6.397) a significant value at the level of significance (P-Value) shown in the same table. It is also clear from Figure (1) that the value of the interpretation coefficient (R^2) has reached (.250), and this means that the strategic momentum variable is able to explain (25%) of the changes that occur in the organizational brilliance in the Kufa Cement Factory, the study sample, while the remaining percentage The (75%) is due to other variables not included in the research model.

Based on the foregoing, the second main hypothesis can be accepted.



الشكل () تأثير الزخم الاستراتيجي في التآلق التنظيمي

المصدر: مخرجات برنامج (Amos V. 23)

Table (2): Paths and parameters of testing the effect of strategic momentum on organizational brilliance

Tracks	Paths	Standar	Non-	standar	critical	Significanc
		gliding	standard	d error	ratio	e
		weights	assessme	SE	CR	P
		SRW	nt			
			Estimate			
brilliance organization al	<-- Strategic Momentum	.500	.427	.067	6,397	***
CC	<-- Strategic Momentum	.873	1.070	.054	19,887	***

IN	<-- -	Strategic Momentum	.842	.929	.054	17,279	***
LEX	<-- -	brilliance organization al	.805	1.023	.068	15,055	***
CSE	<-- -	brilliance organization al	.870	1.213	.062	19,581	***
KE	<-- -	brilliance organization al	.693	.764	.072	10,665	***

Source: Program output (Amos V. 23)

Conclusions and recommendations

Conclusions

1. The lab has a clear vision of the support provided by the strategic momentum to organizations in order to achieve the goals to reach a competitive advantage over other organizations in the field of work until the sharing of knowledge and private information with co-workers, which helps to provide creative and innovative ideas that enhance From the level of product quality and addressing the problems that occur at work, it was within narrow limits that needed to improve relations in order to reach the required level of performance.
2. The management of the laboratory possesses individuals who have new visions that make them able to create a coherent and strong plan that explains the tasks of the members of the organization, but this came with narrow limits, as it is necessary to share knowledge and private information with other colleagues at work and supports the tendency to follow up on changes in environmental conditions and adapt to them to improve The level of performance achieved.
3. The laboratory management has teams with multiple disciplines and different experiences to focus on common behaviors in order to implement the strategic plan and achieve the goals and this was at a good level, meaning that the management of the laboratory is concerned with the factors of collective commitment and how to create an environment of cooperation and positive climates that support work and spread the culture of commitment and teamwork To promote participation in visions and achieve goals as planned and to achieve the best outputs.
4. The individuals working in the laboratory possess a mixture of wonderful feelings that lead to the highest level of well-being and creativity that distinguishes organizations from the rest of the organizations in planning for the long term and this leads to outputs that enhance the ability to intense competition, but this came within narrow limits that need to be improved in order to Drawing strategic objectives and formulating executive plans and programs that can be achieved through compatibility and adaptation with

environmental requirements and achieving distinct levels of brilliance and superiority over competitors.

5. The lab has a set of pillars upon which the modern management is based through the effective role in motivating and sharpening the determination and energies of the working individuals so as to lead to the achievement of highly efficient and effective results. The laboratory leaders possess the capabilities and specialized capabilities of a high level.
6. Service and innovation are among the most important basic 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

1. It is necessary for him to share his knowledge and information with his co-workers in order to enhance the quality of products and get rid of problems that occur at work to achieve the required performance by presenting creative and innovative ideas.
2. Seeking to work in a team spirit, and this is done by sharing knowledge and information with other co-workers.
3. The need to invest or focus on the differences with multiple disciplines and different experiences in order to improve the level and achieve the goals, through working in a team spirit to promote participation in visions and achieve the goals as planned and to achieve the best outputs.
4. Focusing on the brilliance of the employees so that it aims to improve their organizational performance at work through the company's keenness to distribute rewards to workers who provide brilliance in the quality of the service provided, whether this is a material or moral incentive.
5. Enhancing the provided service and innovation by providing adequate services to customers without specifying a specific segment and paying attention to the suggestions and ideas presented on an ongoing basis in order to identify the diverse needs of customers and how to improve the level of products to achieve maximum levels of brilliance and success.
6. Enhancing a good climate for workers in order to maintain the level of brilliance and distinction of the laboratory, because the brilliance increases when the effective application of leadership practices directed (organization, management, teamwork, quality)

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