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The Effect of Strategic Containment on Organizational Brilliance : An Analytical Research in Ur State Company

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Abstract:

The current research aims to demonstrate the relationship and impact between strategic containment and its dimensions (adopting alternatives, facilitating adaptability, synthesizing information, and implementing the chosen strategy) on organizational brilliance and its dimensions (brilliance in leadership, brilliance in service and innovation, and brilliance in Knowledge) in the Ur State Company. The research problem question was whether top management in the organization practices the strategic containment process or not, and does it affect organizational brilliance? The sample of the research consisted of middle management managers (120) participants. To analyze data and information and test hypotheses, the research used many statistical methods such as standard deviation, coefficient of variation, arithmetic mean, and simple regression coefficient by the statistical program (SPSS V26). The most obvious result of the research is that strategic containment and its dimensions totally and individually affect the variable organizational brilliance directly. Also, there is a lack of clarity in explaining the details of ongoing innovations and how to achieve outstanding performance, which negatively affects employees' understanding, and then the researched company cannot achieve organizational brilliance.

Research type: Research paper

Keywords: Strategic containment, organizational brilliance, Ur State Company

1.Introduction:

Organizations today face many challenges due to rapid changes and developments in the business environment. These challenges may make organizations unable to survive and succeed. To face these challenges, this requires finding modern methods and techniques at work. As a result, organizations must embrace the theme of strategic containment. This concept is one of the important titles in the strategic management process (Chen et al., 2020). Strategic containment focuses on strategies concerned with achieving lasting advantages and thus superiority over competitors by exploiting new opportunities. It also focuses on the participation of employees at all levels in the organization to contain their ideas and opinions. The lack of strategic containment by most organizations leads to lost opportunities, a lack of investment, a decrease in the sales of these organizations, and an inability to meet the needs and desires of their customers.

Organizations are constantly searching for new ways, whether in providing services or products, to obtain sustainable competitive advantages. These advantages are one of the characteristics of organizational intelligence. To achieve this, these organizations need effective leadership that can inspire workers to transcend their self-interests to achieve common goals. This means that leaders should play a major role in motivating employees and encouraging them in the relationship to exchange information to create innovative ideas, as well as pay attention to managing talent in a good way (Al-Mahdi, 2021). To achieve organizational brilliance, organizations must make great efforts in their field of work and services by stimulating their human resources, and thus the organization achieves distinction and shines over its competitors. Therefore, this research seeks to employ the role of strategic containment in organizational intelligence to reach a set of results and recommendations that can benefit decision-makers in organizations both now and in the future.

1.1.Literature review:

There are studies discussed strategic containment:

Kareem (2021) explored how strategic containment can improve high performance. The research challenge was posed by the queries concerning the degree of relationship and impact of strategic containment of high performance in the Diwaniyah Textile Factory. Two primary hypotheses and one supporting hypothesis have been evaluated to meet the research's objectives. A sample of 34 managers from the Diwaniyah Textile Factory participated in the study. The research's most noteworthy findings demonstrated that there was a strong relationship between the strategic containment aspects and both collective and individual high performance.

Amponsah et al. (2022) examined the problem Sub-Saharan African (SSA) cities have not yet addressed urban sprawl and its consequences in a sustainable manner. The research aimed at applying strategic containment measures via the prism of policy transfer theory is the search's goal. This study concluded that the ability of local authorities is a critical factor to resolve land tenure disputes, support planning organizations, and work together to control urban sprawl is essential to the success of the sprawl containment measures.

Al-Abadi and Al-Jabri (2022) discussed strategic containment and its role in promoting digital entrepreneurship. The objective of the study was to reach a strong relationship between strategic containment and digital entrepreneurship. In addition, should employ study variables that have not been researched in the Iraqi environment, particularly in academic institutions. The study population and its sample were represented at Al-Kafeel University. The sample was represented by deans of colleges and heads of departments, divisions, and units, and there were 160. A descriptive approach was adopted, and the data collection tool was a questionnaire. The most important results: Strategy is an important tool among leaders, and therefore strategic containment represents one of the critical elements in achieving the organization's goals.

Al-Khaqani (2022) pointed to the focus on providing strategic containment and determining the extent of brand distinction. The study included Al-Joud Modern Industrial Technology Company, and the sample was 127 individuals who were engineers, administrators from various specialties, and marketing officials. A descriptive approach and a main questionnaire tool were used to collect data. The results showed the importance of achieving brand distinction through collecting information and enhancing communication with the community.

There are studies discussed organizational brilliance:

Miller et al. (2020) explored that the emphasis on "brilliance" and positive organizational scholarship in healthcare have not been applied to enhance elder care. Through in-depth interviews, focus groups, and observations, this study used the qualitative method across the case study methodology to investigate how human resource policies, management styles, and leadership styles support good experiences for staff and residents. The significance of genuine leadership in fostering client-centered organizational brilliance where "happiness" is an explicit core value was revealed by thematic data analysis.

Al-Abedi (2021) designed to identify the impact of organizational Envy on organizations' brilliance through the interactive role of intelligent contextual leadership in universities and private colleges in the province of Najaf (811) faculty members. The descriptive approach was relied on and the questionnaire was used as the main tool. The sample was (257). Several statistical programs (Smart PLS) (SPSS V.23) have been used to analyze the data and test the primary and sub-hypotheses emanating from it. The results show a significant effect of organizational Envy on organizations' brilliance through the intelligence of contextual leadership.

Mahmoud and Kareem (2022) surveyed how strategic cohesiveness improved the administrative leaders' organizational competence in the departments of Iraqi Telecommunications Companies (Asia cell, Zain Iraq, and Korek). To gauge the correlation and impact linkages between the research variables, the researchers have developed and evaluated hypotheses. The primary instrument for measuring the research variables was the questionnaire. The study has come to a few conclusions, chief among them being that organizational genius is impacted by strategic cohesiveness.

Al Dulaimi and Al Hindawy (2023) examined how different core capabilities—through the dimensions of organizational resources, human resources, and capabilities—correlate and impact the achievement of organizational brilliance, as measured by the dimensions of brilliance in leadership, brilliance in service and innovation, and brilliance in knowledge. The Kufa Cement Factory served as the study's population, and its sample consisted of 124 senior administrators, department heads, division directors, and unit directors. The primary instrument was the questionnaire. The approach that was employed was descriptive.

One of the most important conclusions was that raising organizational brilliance levels is positively impacted by core competencies.

There is also a study linking: between variables of the current research Mapetere et al. (2012) illustrated the purpose of the study to investigate the relationship between successful strategy execution and proactive leadership involvement in Zimbabwe's state-owned enterprises. Between July and October of 2010, 188 respondents were randomly chosen from four State Owned Enterprises to participate in the survey. An interview and a self-administered, open-ended questionnaire were used to collect the data. The study found that a strategy's implementation was only partially successful due to a comparatively low level of leadership participation. Leadership has not been able to set an example of the perfect behavior required for the successful execution of strategies.

The problem of research can be formulated with the following questions:

1. Does strategic containment as an independent variable affect organizational brilliance as a dependent variable?
2. Is the studied organization suffering from weaknesses in the quality of services and products offered in the markets?

The main objectives of the research are to answer the questions raised in the research problem, as well as to achieve the following set of goals:

1. Analyzing the mutual relationship between strategic containment and organizational brilliance to develop an advanced theoretical model.
2. Providing a cognitive framework that covers the various aspects presented in the study.

2. Materials and methods:

To have a sense of the actuality of the issue in all social phenomena, the researchers used the descriptive approach to identify the role of strategic containment in organizational brilliance: Empirical research at Ur State Company. Additionally, it makes it easier to analyze events realistically and arrive at the facts using the information and data gathered (Ziebar et al., 2022; Srivastava et al., 2019). Moreover, the researchers used the statistical program (SPSS, V.26) to extract the results and identify the factors affecting the phenomenon to resolve and address that problem. Therefore, some crucial statistical methods were used in this process, including the arithmetic mean, standard deviation, coefficient of variation, and simple regression coefficient.

2.1. The population and sample of the research:

To fulfill the requirements of the practical side of the research and achieve its goals, it was necessary to choose the research population that agrees and matches what it seeks from the researchers. Thus, Ur State Company was selected as the place of the research. The population of the research is the same research sample consisting of heads of departments and managers of divisions and units. All of those are 120 managers in the middle management. Therefore, they were selected by purposive sampling method. This means that the research sample equals the population of research. The questionnaire was the main instrument and was distributed to 120 participants and it was completed.

2.2. The hypothetical research framework:

The hypothetical research scheme explains the nature of the relation and impact between the variables of the research. In addition, it shows the impact independent variable (strategic containment) and its dimensions which are adopting alternatives, facilitating adaptability, synthesizing information, and implementing the chosen Strategy in the dependent variable (organizational brilliance) and its dimensions which are brilliance in leadership, brilliance in service and innovation, and brilliance in knowledge, as shown in Figure 1.

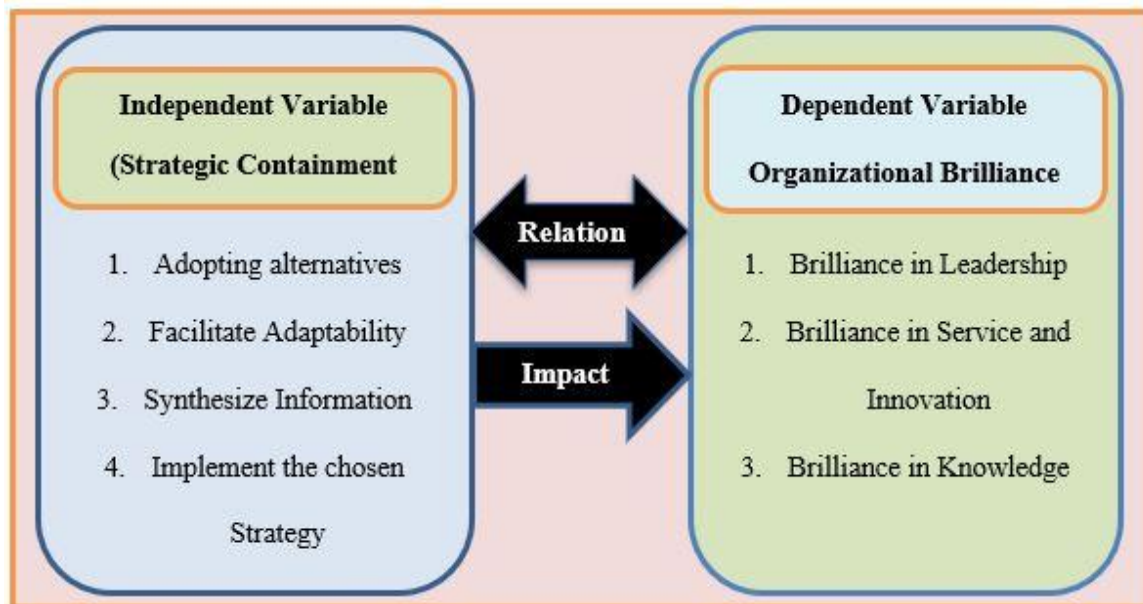


Figure 1: The hypothetical research framework

The source: Prepared by the researchers based on available resources and scientific efforts.

The source: (Floyd and Wooldridge, 1992; Al Shobaki and Naser, 2016).

2.3. Hypothesis of the research:

This research contains a main hypothesis:

There is a statistically significant effect of strategic containment as an independent variable on organizational brilliance as a dependent variable.

It consists of testing the following sub-hypotheses:

1. Testing the sub-hypothesis: There is a significant effect of the dimension of advocacy for alternatives on the organizational brilliance variable in its dimensions.
2. Testing the sub-hypothesis: There is a significant effect of the dimension of facilitating adaptability on the organizational brilliance variable in its dimensions.
3. Testing the sub-hypothesis: There is a significant effect of the information synthesis dimension on the organizational brilliance variable in its dimensions.
4. Testing the sub-hypothesis: There is a significant effect of the dimension of implementing a studied strategy on the organizational brilliance variable in its dimensions.

2.4. The strategic containment and its dimensions:

Strategic containment is the extent to which middle management participates in formulating and developing the organization's strategy (Marler and Parry, 2016). Likewise, this is a process that includes setting instructions for implementation and effective control of the adopted strategy (Kim et al., 2017). This process depends on the strategic experience that middle managers use to solve problems based on the knowledge and experience they possess, especially when implementing the strategic decision (Toofan and Al-Janab, 2022). This means that the strategic containment of activities contributing to decision-making may enhance the organization's strategy (Njoroge et al., 2016). They also contribute information about discovering new markets by monitoring and understanding the external environment, especially in times of crisis (Kallmuenzer et al., 2018). Therefore, this process shows the ability of the board of directors to have knowledge and experience and invest it in strategic tasks (Federo and Carranza, 2018). As a result, this process could reduce the poor consistency of decision-making information and at the same time may increase the process of mutual understanding between managers (Arzubiaga et al., 2019).

Many studies have emphasized the necessity of middle managers participation in the strategy because they have a crucial role in all stages of the strategic process (Al-Khaqani, 2022). In addition, middle managers act as advocates for the organization through initiatives at the functional level (Al-Abadi and Al-Jabri, 2022). Moreover, they are a link between senior management and workers, especially since organizations face a complex environment full of challenges due to great competition, technological developments, and rapid globalization that require continuous and systematic changes in their strategy. In order for organizations to ensure strategic success, they should adopt a process of strategic inclusion for middle managers in formulating and implementing the strategy because they are responsible for providing information to senior management (Ukil and Akkas, 2017).

Therefore, strategic containment can be defined as the extent to which middle management managers contribute to formulating and implementing the chosen strategy by translating large strategic objectives into operational behavior, especially in light of a competitive environment.

Floyd and Wooldridge, (1992) developed four dimensions of strategic containment to keep the middle management managers, which are adopting alternatives, facilitating adaptability, synthesizing information, and implementing the chosen strategy, as following:

2.4.1. Adopting alternatives:

Adopting alternatives is the constant and persuasive communication of strategic options provided to the senior management by middle management managers (Wamugo et al., 2022). This means that middle managers must be present with top management while analyzing the environment because they always suggest possible solutions that feed into future strategies. Most experienced managers know well that encouragement and support are important in the success of strategic initiatives (Walter et al., 2016). Accordingly, middle managers can play a crucial role in searching for new strategic initiatives and communicating them to top management to provide new capabilities or allow the organization to use existing capabilities.

2.4.2. Facilitating adaptability:

Facilitating adaptability can be defined as the ability of middle management managers to make the organization more flexible and adaptable to environmental challenges by motivating work teams to discover changing conditions and try new methods (Floyd and Wooldridge, 1992). Facilitating adaptability can enable most organizations to achieve outstanding performance in most of their main activities and also develop their current work (Marcon et al., 2023). When conducting the environmental scanning process, technological and economic changes, government regulations, as well as social trends must be taken into account for the purpose of making successful strategic decisions (Yamak et al., 2014; Navarro-García, 2014).

2.4.3. Synthesizing information:

Obtaining information is necessary to ascertain environmental changes so that the organization can adapt to the changing environment and then make accurate strategic decisions (Frishammar, 2003). Middle managers collect and process information from their internal and external organizational environments in an attempt to reduce uncertainty (Forbes, 2005). Levels of experience and learning of middle management managers are factors closely related to the amount of information involved in the decision-making process and are therefore relevant inputs to the strategic decision-making process. (Jansen et al., 2013).

2.4.4. Implementing the chosen strategy :

This means that middle management is primarily responsible for the strategic implementation process by translating the goals of senior management into operational plans (Olson et al., 2021). Likewise, it is responsible for monitoring performance and matching it with organizational goals (Hristov and Chirico, 2019). Therefore, the role of middle management managers is to commit to implement the strategy of the organization (Waltz et al., 2019). Tawse and Tabesh (2021) indicated that strategy implementation is an essential element in the success of most organizations, and it is defined as a vital, repetitive, and complex process that consists of several diverse activities carried out by managers and workers to transform those strategic plans into reality to achieve strategic goals (Gaias et al., 2022).

2.5. The organizational brilliance and its dimensions

Nenadál et al., (2018) indicated that organizational brilliance distinguishes an organization from all other organizations in certain markets through the quality of its products or/and services provided to the public, its methods of work, community service, or all of the above. Similarly, the organization's commitment to organizational brilliance will make it gain continuous and good relationships with customers (Hani et al., 2023 Mansour et al., (2024) pointed out that, an organization can benefit from its strengths for rapid adaptation to maintain its position as well as secure a competitive advantage through a strong commitment to quality and effectively investing in information technology and creative innovations (Hopwood et al., 2021). The goal of most organizations is to achieve organizational brilliance by forming a flexible workforce capable of producing products and providing services that exceed the expectations of customers, whether internal or external and meeting their needs and aspirations (Fiset et al., 2019). This shows that organizational brilliance is essential for the development and progress of organizations, and to achieve brilliance, there must be excellent employees, their empowerment, the encouragement of learning, and excellent partnerships. Improving the quality of the products or services that the organization provides to its customers will gain their satisfaction and thus their loyalty to the organization (Al Dulaimi and Al Hindawy, 2023). Moreover, an organization that seeks to achieve brilliance must convey its vision to its employees so that they can complete activities and operations well (Felicio et al., 2022). This illustrates that organizations can achieve brilliance through skilled labor, brand, or knowledge. Therefore, organizational brilliance can be defined as an organization's ability to achieve progress and excellence in the long and sustainable term through the quality of services or/and productions that are produced to the users.

Some researchers mentioned that organizational brilliance consists of three main dimensions which are brilliance in leadership, brilliance in service and innovation, and brilliance in knowledge (Al Shobaki and Naseer, 2016) and (O'Shea and Alonso, 2013), as follows:

2.5.1. Brilliance in Leadership

Leadership is the most important element in the success of organizations. This means that the management of organizations requires tremendous capabilities from their leaders to keep pace with the changes and developments imposed by the age of knowledge (Al-Mahdi and Fisal, 2022). Furthermore, leaders who can identify shortcomings and problems effectively and, in all aspects, will have the opportunity to increase competition and thus achieve brilliance (Al-Mahdi, 2021). In addition, leaders work to develop their vision and then integrate it into a shared vision with their colleagues, and thus the vision of individuals may be clear because they know the direction that they are taking (Stone and Patterson, 2023). Moreover, leaders play a major role in making organizations more adaptable to their external environment and able to interact with it appropriately (Dogan and Higgins, (2023). Strategic leaders can eliminate ineffective behaviours and replace them with new behavioral patterns by encouraging, supporting, and motivating their subordinates (Mwai et al., 2018). This illustrates that leaders play an essential role in achieving organizational success by communicating their vision and goals to all employees towards the specific goal and thus improving employees' capabilities to face all challenges.

2.5.2. Brilliance in Service and Innovation

Innovation affects the organization's performance positively. It is an effective tool to improve its competitiveness (Saunila, 2020). Innovation constantly requires large human and material resources, and material resources constitute obstacles for organizations to carry out innovation processes (Ridley, 2020). Also, it requires a good rewards system within organizations, as it motivates employees to present modern ideas and contribute to building an organizational culture that values innovation (Yun et al., 2020). As a result, this stimulates creativity in all areas of the organization (Ostojić et al., 2015). In addition, innovation requires distinct capabilities that can market its offers efficiently. Hence, the ability to innovate is an essential complement to marketing ability. What's more, innovation is an organization's ability to develop new services according to customer needs (Hekkert et al., 2020). Therefore, brilliance in service and innovation refers to the organization's investment in its knowledge components to improve and develop unique products and services.

2.5.3. Brilliance in Knowledge

Most organizations attempt to take advantage of knowledge resources to achieve a competitive advantage and thus enhance performance (Abboud and Khalaf, 2023). This requires effective management of those knowledge assets (Yu et al., 2022). Achieving an organization's sustainable competitive advantage depends on the extent to which individuals' knowledge is optimally invested and integrated into organizational capabilities (Chen et al., 2021). This means that knowledge is an essential resource for the organization. Also, knowledge management in organizations can improve the knowledge and ideas generated by employees to be useful in achieving organizational goals (Nisula and Kianto, 2016). In addition, managers are required to make individuals work collectively to exchange knowledge and information for the public interest (Quarchioni et al., 2022). Therefore, brilliance in knowledge can be defined as the awareness and understanding of things through the experience that an individual gains from his experiences and benefiting from those expertise and experiences in making the right decisions and thus organizational brilliance.

2.6. Statistical analysis of the research

There are two categories of analytical statistics in this part. The two approaches are as follows: the first is the descriptive statistics approach, and the second is the inferential statistics approach.

2.6.1. Analyze the dimensions of the strategic containment.

Table 1 reports the statistical analyses by presenting the arithmetic mean (M), Standard Deviations (SD), and Coefficients of Variation (CV). Likewise, the order depends on the means to the main dimensions of the independent variable (strategic containment) which are adopting alternatives, facilitating adaptability, synthesizing information, and implementing the chosen strategy, as follows:

Table 1: Analysing the dimensions of the independent variable (strategic containment)

No	Dimensions	Arithmetic mean	standard deviation	Coefficient of variation	Order
1	Adopting alternatives	3.394	0.717	22.15%	2
2	Facilitating adaptability	3.323	0.766	23.04%	3
3	Synthesizing information	3.427	0.615	18.11%	1
4	Implementing the chosen strategy	3.238	0.887	25.89%	4
Independent variable (Strategic containment)		3.345	0.746	22.30%	

The source: Prepared by the researchers based on the results of the SPSS program

Table 1 shows the largest percentage for the dimension of synthesizing information. As a result, it was placed first among the strategic containment dimensions based on the arithmetic mean (3.427), standard deviation (0.615), and coefficient of variation (18.11%). This indicates that middle management managers seek to provide accurate reliable information about the activities of competitors and suppliers to provide it to top management to make the right decisions. Similarly, the dimension of adopting alternatives had a high percentage according to the arithmetic mean (3.394), standard deviation (0.717), and coefficient of variation (22.15%). Therefore, it was rated second. This demonstrates that middle management managers evaluate the advantages of proposals and then clarify them to top management to adopt them in the new strategies for the organization. Regarding the dimension of Facilitating adaptability was placed third because it also had a high percentage of the mean (3.323), standard deviation (0.766), and coefficient of variation (23.04%). This reinforces that the company's management eases regulatory restrictions to start new projects by providing the required resources to achieve them as soon as possible. Finally, based on the arithmetic mean (3.238), standard deviation (0.887), and coefficient of variation (25.89%), the dimension of implementing the chosen strategy had the lowest proportion and was therefore ranked last among the dimensions of strategic containment. This indicates that middle management managers translate the set objectives by the top management to the workers into realistic action plans to some extent.

2.6.2. Analyzing the dimensions of the organizational brilliance.

Table 2: Analyzing the dimensions of the dependent variable (organizational brilliance)

No	Dimensions	Arithmetic mean	standard deviation	Coefficient of variation	Order
1	brilliance in leadership	2.638	0.771	32.34%	1
2	brilliance in service and innovation	2.383	0.874	33.59%	2
3	brilliance in knowledge	2.154	0.886	40.57%	3
The independent variable (organizational brilliance)		2.391	0.843	35.50%	

The source: Prepared by the researchers based on the results of the SPSS program

Table 2 reflects the results of the dimensions of organizational brilliance according to the arithmetic mean, standard deviation, coefficient of variation, and importance percentage for each dimension. In the beginning, the dimension of brilliance in leadership ranked first in terms of the current arithmetic mean, which was the highest (2.638) compared to other arithmetic means. Also, the standard deviation (0.771) and the coefficient of variation (32.34%) were the lowest according to the answers of the leaders in middle management (participants) of the Ur State Company. It was found that brilliance in leadership got the highest average among the aspects of organizational brilliance. However, this percentage is not enough good. This means that middle management managers have not been able to deliver their vision to their employees who achieve brilliance in the organization's work. In contrast, the dimension of brilliance in service and innovation was ranked second in terms of the arithmetic mean, which was poor (2.383) compared to other arithmetic means. Likewise, the standard deviation (0.874) and the coefficient of variation (33.59%) were more than the first dimension. This illustrates that the dimension of brilliance in service and innovation was practiced by middle management managers with their workers in a weak way. Finally, the dimension of brilliance in knowledge was ranked the last dimension in terms of arithmetic mean which was the lowest one (2.154) compared to other dimensions. Also, the standard deviation (0.886) and coefficient of variation (40.57%) were the highest according to the answers of the leaders of the middle management (participants) of the Ur State Company. This explains why there is poor communication between the company's management and specialist organizations such as universities and specialist organizations in establishing partnership relationships to exchange experience and knowledge in field of the organizational brilliance.

2.6.3. Analyzing research variables (strategic containment and organizational brilliance)

Table 3: Analyzing the research variables (strategic containment and organizational brilliance)

No	Dimensions	Arithmetic mean	standard deviation	Coefficient of variation	Order
1	Strategic containment (independent variable)	3.345	0.746	22.30%	1
2	Organizational brilliance (dependent variable)	2.391	0.843	35.50%	2

The source: Prepared by the researchers based on the results of the SPSS program

Table 3 displays that the percentage of the arithmetic mean for the independent variable (strategic containment) was higher than the dependent variable of the research (organizational brilliance) (3.345; 2.391). Also, the standard deviation and coefficient of variation were lower (0.746; 22.30%) compared with the variable of organizational brilliance which the standard deviation and coefficient of variation were higher than the variable of strategic containment (0.843: 35.50%). Hence, the variable of strategic containment was in first place, and the variable of organizational brilliance was in second place. This indicates the important role of the strategic containment variable in reinforcing organizational brilliance according to the answers of the research sample in the Ur State Company.

2.6.4. Testing the research hypotheses :

Testing the main hypothesis: There is a significant effect between strategic containment in its dimensions and the organizational brilliance variable in its dimensions in the investigated organization.

By analysing the data contained in Table 4. The value of ($\alpha = 1.017$) represents the lowest possible value for the strategic containment variable. In addition, it can be seen that the value of ($\beta = 0.411$) indicates a positive effect of strategic containment on organizational brilliance. The coefficient of determination shows a value of 0.330, which indicates that 33% of the variance in the organizational brilliance variable can be explained by strategic inclusion, while 67% of this variance is due to other variables outside the scope of the study.

Through the test value ($F = 58.219$), it is clear that there is a significant statistical effect of strategic containment on organizational brilliance, as the relevant test value reached (0.000), which is less than the common level of statistical significance (0.05).

The following sub-hypothesis is derived:

1. Testing the first sub-hypothesis: There is a significant meaningful effect of the dimension of advocating alternatives on the organizational brilliance variable in its dimensions.

By analysing the data provided in Table 4. the value of ($\alpha = 1.602$) represents the lowest possible value for the advocating alternatives variable. Additionally, it can be observed that the value of ($\beta = 0.233$) indicates a positive effect of advocating alternatives on organizational brilliance. The coefficient of determination shows a value of (0.143), indicating that 14.3% of the variance in the organizational brilliance variable can be explained by advocating alternatives, while 85.7% of this variance is attributable to other variables outside the scope of the study.

Through the test value ($F = 19.767$), it is clear that there is a statistically significant effect of advocating alternatives on organizational brilliance, as the relevant test value reached (0.000), which is lower than the common level of statistical significance (0.05).

2. Testing the second sub-hypothesis: There is a significant meaningful effect of the dimension of facilitating adaptability on the organizational brilliance variable in its dimensions.

By analysing the data provided in Table 4. The value of ($\alpha= 1.536$) represents the lowest possible value for the facilitating adaptability variable. Additionally, it can be observed that the value of ($\beta= 0.257$) indicates a positive effect of facilitating adaptability on organizational brilliance. The coefficient of determination shows a value of (0.162), indicating that 16.2% of the variance in the organizational brilliance variable can be explained by facilitating adaptability, while 83.8% of this variance is attributable to other variables outside the scope of the study.

Through the test value ($F= 22.738$), it is clear that there is a statistically significant effect of facilitating adaptability on organizational brilliance, as the relevant test value reached (0.000), which is lower than the common level of statistical significance (0.05).

3. Testing the third sub-hypothesis: There is a significant meaningful effect of the dimension of synthesizing information on the organizational brilliance variable in its dimensions.

By analysing the data provided in Table 4 the value of ($\alpha= 1.547$) represents the lowest possible value for the synthesizing information variable. Additionally, it can be observed that the value of ($\beta= 0.246$) indicates a positive effect of synthesizing information on organizational brilliance. The coefficient of determination shows a value of (0.241), indicating that 24.1% of the variance in the organizational brilliance variable can be explained by synthesizing information, while 75.9% of this variance is attributable to other variables outside the scope of the study.

Through the test value ($F= 37.495$), it is clear that there is a statistically significant effect of synthesizing information on organizational brilliance, as the relevant test value reached (0.000), which is lower than the common level of statistical significance (0.05).

4. Testing the fourth sub-hypothesis: There is a significant meaningful effect of the dimension of implementing a deliberate strategy on the organizational brilliance variable in its dimensions.

By analysing the data provided in, Table 4 the value of ($\alpha= 1.359$) represents the lowest possible value for implementing a deliberate strategy variable. Additionally, it can be observed that the value of ($\beta= 0.319$) indicates a positive effect of implementing a deliberate strategy on organizational brilliance. The coefficient of determination shows a value of 0.317, indicating that 31.7% of the variance in the organizational brilliance variable can be explained by implementing a deliberate strategy, while 68.3% of this variance is attributable to other variables outside the scope of the study.

Through the test value ($F= 54.674$), it is clear that there is a statistically significant effect of implementing a deliberate strategy on organizational brilliance, as the relevant test value reached (0.000), which is lower than the common level of statistical significance (0.05).

Table 4 : Impact values for the variable strategic containment and its dimensions in the variable organizational brilliance

Variable and dimension	α	β	t(β)	Sig.t(β)	R2	F	Sig.(F)	the condition
Advocating alternatives	1.602	0.233	4.446	0.000	0.143	19.767	0.000	moral
Facilitate adaptability	1.536	0.257	4.768	0.000	0.162	22.738	0.000	moral
Synthesize information	1.547	0.246	6.123	0.000	0.241	37.495	0.000	moral
Implement a well-thought-out strategy	1.359	0.319	7.394	0.000	0.317	54.674	0.000	moral
Strategic containment	1.017	0.411	7.630	0.000	0.330	58.219	0.000	moral

3. Discussing the results:

1. According to the result after compiling the information, he obtained the highest arithmetic average (3.437). This means that the company's management seeks to clarify the justifications for new strategies. Middle managers encourage communication and interaction with employees on how to achieve this. This emphasizes enhancing confidence by clarifying the motivations for strategic plans. Therefore, this contributes to enhancing the spirit of participation and commitment to achieve the company's goals.

2. The result after adopting the alternatives also obtained a good average (3.394). This shows that middle management practices traditional processes in evaluating proposals. There is also little understanding of the criteria used in the new strategy. In addition to natural interaction with work teams in some vital aspects, such as providing some basic needs in the technical and administrative aspects.

3. The result after facilitating adaptation obtained a normal average (3.323). This confirms that the company's management seeks to reduce regulatory restrictions to start new projects. The administration also demonstrated a desire to enable innovation and encourage new initiatives. This has motivated teams to make better use of their capabilities. As a result, this policy contributed to promoting a positive and motivating work environment for employees to generate new ideas.

4. It is a clear result of the dimension of brilliance in leadership, which received a weak average (2.638). This means that there is a challenge in the effectiveness of communication processes between company leaders and their subordinates. This lack of communication affected subordinates' understanding of the initiatives and strategic vision. It also indicates a lack of transfer of initiatives and a lack of clarity of goals among subordinates. This means that they are not fully aware of the future challenges and opportunities that the company intends to face.

5. The results showed that the dimension of brilliance in service and innovation was weak, as it received an average of 2.383. This shows that there is a lack of awareness about innovation and its importance among employees. There is also a lack of clarity in explaining the details of ongoing innovations and how to achieve outstanding performance, which affects employees' understanding.

6. The way to benefit from the previous efforts presented above is to deepen understanding of the subject of the study by reviewing the contributions of researchers in the field of the role of strategic containment and organizational brilliance. In addition, most previous studies adopted a questionnaire form to survey opinions, which benefited the researcher in formulating questionnaire paragraphs related to the variables of her study.

7. What distinguishes this study from previous efforts is that the research, being a field study in the Iraqi environment, specifically in the Ur General Company), sought to achieve results that benefit the organization studied in particular. The study also aims to increase interest in adopting the variables of current research in formulating the organization's policy to confront environmental changes. Adapting to the needs and aspirations of beneficiaries at the present and future, in addition, the research aims to use models that are compatible and harmonious with the nature of the work of the organization being studied.

4. Conclusions

Enhanced transparency in company management clarifies the rationale behind new strategies, as management elevates communication and interaction with employees. By elucidating the motivations behind strategic plans, management has raised confidence levels, contributing to fostering a participative spirit and commitment. This approach has manifested in motivating employees to contribute more and actively participate in achieving company objectives.

The work suffers from a lack of transparency in the process of evaluating proposals, with an unclear understanding of the criteria used and expected impacts. There is a challenge in effectively engaging with proposed teams, neglecting some important aspects, and incomplete understanding of the technical and administrative department's needs.

The company management's decision to loosen regulatory constraints for initiating new projects is a positive and beneficial step. Management demonstrated readiness to enable innovation and encourage new initiatives, allowing internal teams to better utilize their potential. This policy contributed to enhancing a positive and motivating work environment where employees feel free to experiment with new ideas without facing bureaucratic obstacles.

Challenges have emerged in providing sufficient time management for programs. Weakness in determining the necessary time resources for experimental programs has affected the quality of planning and execution. This has become a cause for inaccurate assessment and evaluation of projects.

Company management's efforts in gathering information about the feasibility of new programs reflect a deep understanding of the importance of making informed decisions based on strong foundations. By collecting accurate information, the company demonstrates its commitment to achieving sustainable success and maintaining business sustainability. This process has enhanced the company's ability to assess risks and understand potential challenges associated with new programs.

It appears that there is a weakness in the company management's application of assessing changes occurring in the external environment. This has hindered the ability to adapt to rapid environmental transformations and impacted the ability to make effective strategic decisions.

There seems to be a challenge in the effectiveness of communication processes between company management and subordinates. This lack of communication has affected subordinates' understanding of initiatives and strategic vision. It also indicates a lack of clarity in conveying initiatives and goals to subordinates, meaning they are not fully aware of the challenges and future opportunities the company intends to address.

Results show a lack of awareness about innovation and its importance among employees. There is a lack of clarity in explaining the details of continuous innovations and how to achieve outstanding performance, affecting employee understanding.

There appears to be a deficiency in communication processes regarding new developments, affecting employee and team understanding of on-going developments. Additionally, there is a lack of clarity in the company's vision on how to invest in new developments and achieve excellence in these areas.

There is evidence of a delay in knowledge transfer, as information does not reach the appropriate individuals promptly. Individuals face difficulties in accessing suitable knowledge for their individual needs and the skills required to keep up with developments.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير الاحتواء الاستراتيجي في التألق التنظيمي: بحث تحليلي في شركة أور العامة

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مستخلص البحث:

يهدف البحث الحالي إلى بيان العلاقة والأثر بين الاحتواء الاستراتيجي وأبعاده (تبني البدائل، وتسهيل التكيف، وتوليف المعلومات، وتنفيذ الاستراتيجية المختارة) على التألق التنظيمي وأبعاده (التألق في القيادة، التألق في الخدمة والابتكار، والذكاء التنظيمي). التألق في المعرفة) في شركة أور الحكومية. تمثلت مشكلة البحث فيما إذا كانت الإدارة العليا في المنظمة تمارس عملية الاحتواء الاستراتيجي أم لا، وهل تؤثر على التألق التنظيمي؟ وتكونت عينة البحث من مديري الإدارة الوسطى (120) مشاركاً. وتحليل البيانات والمعلومات واختبار الفرضيات استخدم البحث العديد من الأساليب الإحصائية مثل الانحراف المعياري ومعامل التباين والوسط الحسابي ومعامل الانحدار البسيط بواسطة البرنامج الإحصائي (SPSS V26). ومن أبرز نتائج البحث أن الاحتواء الاستراتيجي وأبعاده يؤثر كلياً ومنفرداً على متغير الذكاء التنظيمي بشكل مباشر. كما أن هناك عدم وضوح في شرح تفاصيل الابتكارات المستمرة وكيفية تحقيق الأداء المتميز، مما يؤثر سلباً على فهم الموظفين، ومن ثم لا تستطيع الشركة المبحوثة تحقيق التألق التنظيمي.

المصطلحات الرئيسية للبحث: الاحتواء الاستراتيجي، الذكاء التنظيمي، شركة أور العامة