

## STRATEGIC BEHAVIOR AND IMPACT IN ACHIEVING HIGH PERFORMANCE FOR ORGANIZATIONS: AN ANALYTICAL DESCRIPTIVE STUDY OF A SAMPLE OF MANAGERS IN UR GENERAL COMPANY: THI-QAR – IRAQ

Dr. Haneen Qasim Hasan

Public Administration Department, Mazaya University College – Iraq  
Haneen-qa@utq.edu.iq

Dr. Asahaq Naser Hussain

Business Administration Department,  
Faculty of Administration and Economics, University of Thi-Qar – Iraq.  
Ashaq.naser@utq.edu.iq

Dr. Ahmed Abdullah Amanah

Business Administration Department,  
Faculty of Administration and Economics, University of Karbala – Iraq.  
Ahmed.a@uokerbala.edu.iq

### Abstract

The research aims to show the extent of the impact of strategic behaviors on high performance, as well as answering the questions that were addressed in the research problem. The descriptive analytical approach was adopted, and the research was applied in Ur State Company, and the research community was represented by (381) individuals, distributors on the company's various facilities. The researcher distributed (150) questionnaires to a sample of the managers of the administrative units that were mentioned, and was able to retrieve (125) forms, meaning that there are (25) forms that he was unable to retrieve, of which (125) are valid for use, i.e. a percentage of ( 83%) of the distributed forms, and the Spss program was used, one of the ready-made statistical programs, to get the results. and fully aware of the changes and developments taking place in it in order to keep pace with that in its industry.

**Keywords:** strategic behavior, high performance, Ur state company.

### Introduction

The current era is characterized by rapid, continuous and complex changes in the political, economic, cultural and other areas of life, and in this dynamic environment, the expected challenges increase and grow with the increase and development of organizational activities. Therefore, strategic leaders must be able to read the external

environment and relate it to the internal capabilities of the organization, and accordingly many writers and researchers have become increasingly interested in strategic behavior as a manifestation of the basic capabilities of the organization. The philosophy of leadership in dealing with the problem at hand, and contributing significantly to the high performance of the organization, considers it one of the prominent and important pillars of the decision-making model that mainly affects the general direction of building strategic leadership and influences the nature of the current organization and reflective of the reality of future work.

## **Methodology**

### **First: Research Problem**

The success achieved by organizations in our current era is the result of the combination of several factors, the most important of which is the extent to which these organizations have administrative leaders capable of practicing new directions of strategic behavior that have the ability to confront all the complexity and turbulence of the environment and move away from traditional trends based on The basis of command and control, as the modern trend in competition indicates that competition between organizations is based on the leadership styles practiced by the manager in those organizations and not on what the manager possesses of personal traits and qualities, as the leading and educated organizations need new capabilities that push towards the existence of behaviors of minds Leadership with strategic directions that shape awareness and rationalize behavior and decisions, and then define priorities and methods of dealing with the environment for everything that is new and surprising due to unexpected or unplanned circumstances. In order to be accurate in finding solutions to the research problem, the researchers sought to formulate the problem in the form of interrogative questions:

1. Do the managers of the company in the research sample have a perception of what are the strategic behaviors and high performance in the company?
2. What is the level of availability of research variables at Ur public company?
3. Is strategic behavior a source to achieve and enhance the high performance of the research sample company?
4. Is there a relationship between strategic behavior and high performance of managers in the research sample company?
5. Does the difference in strategic behaviors of managers have a significant effect on achieving the high performance of managers in Ur State Company?

### **Second: Research Importance**

The current research derives its importance by addressing important concepts in strategic management, which are represented in the strategic behavior pursued by the managers of organizations and its reflections on the ability of those organizations to

adopt the philosophy of high performance. Hence, the importance of this research is embodied in:

1. It deals with two important variables in maintaining the survival and sustainability of organizations and their development, namely, the strategic behavior of managers and high performance.
2. Contribute to increasing the awareness of managers in the research organization of the level of impact of strategic behavior in achieving high performance.

### Third: Research objectives

This research seeks to achieve the following objectives:

1. Provide a comprehensive theoretical framework on strategic behavior and high performance.
2. Identifying the level of practicing strategic behaviors (prospectors, defenders, analysts, responders) by the management of the company in question.
3. Revealing the extent to which high performance has been achieved in its dimensions (quality of management, openness and effective orientation, long-term commitment, continuous improvement, quality of the workforce) in the company under study.
4. Test the potential impact of all kinds of strategic behavior on high performance.

### Fourth: Hypothetical scheme model

Based on the research question and its objectives, a hypothetical research model was developed to describe the relationship between strategic behavior variables and high performance variables. It was established by gathering authoritative management literature related to experts in research, strategic management, and organizational behavior.

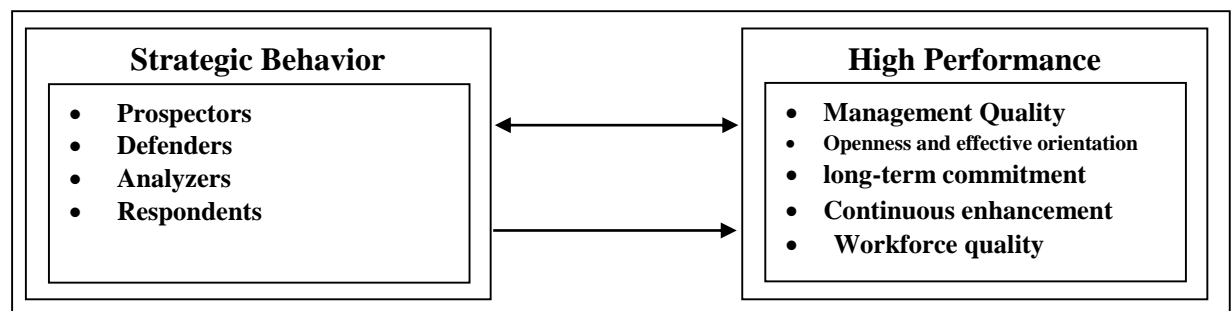


Figure (1) : Research Model

### Fifth: Research hypothesis

To address the research problem and answer its questions, a main hypothesis was formulated, as shown below:

---

**1. Main correlation hypothesis: “There is a significant correlation between strategic behavior and high performance.” From it emerge the following sub-hypotheses:**

- i. There is a significant correlation between management quality dimension and strategic behavior.
- ii. There is a significant correlation between openness effective direction dimension and strategic behavior.
- iii. There is a significant correlation between long-term commitment dimension and strategic behavior.
- iv. There is a significant correlation between continuous improvement dimension and strategic behavior.
- v. There is a significant correlation between workforce quality and strategic behavior.

**2. Main effect hypothesis: There is a significant effect of strategic behavior in achieving high performance. From it emerge the following sub-hypotheses:**

- i. There is a significant effect of strategic behavior in the management quality dimension.
- ii. There is a significant effect of strategic behavior in the openness and effective orientation dimension
- iii. There is a significant effect of strategic behavior in the long-term commitment dimension.
- iv. There is a significant effect of strategic behavior in the continuous improvement dimension.
- v. There is a significant effect of strategic behavior in the workforce quality dimension.

**Sixth: Study community and sample**

The researchers identified an intended sample of the study population, which chose the participants and influencers in decision-making in the research company, who are general managers and their assistants, in addition to heads of departments, sections and administrative units, a total of (381) individuals distributed throughout the company's facilities. The researcher distributed (150) questionnaires to a sample of the managers of the mentioned administrative units and they were able to retrieve (125) forms, which means that there were (25) forms that he could not retrieve, of which (125) were valid. This is a percentage (83%) of the distributed forms.

**Seventh: Research Metrics and Data Analysis Tools**

The researchers used the questionnaire as a main tool for data collection, and its paragraphs relied on some previous studies related to its topic. The questionnaire consisted of two sections, the first related to strategic behavior, whose paragraphs

were formulated based on the study (Al-Khalidi, Abbas, 2020: 68), and the second section was related to high performance, whose paragraphs were formulated based on (Nicole, 2005:5). The data were analyzed and hypotheses tested based on a group of Statistical tools (Cronbach's alpha coefficient, mean, standard deviation, and simple regression analysis).

## **Literature Review**

### **First: Strategic Behavior**

Interest in the strategic behavior of organizations began in the early fifties of the last century, as many different and seemingly conflicting theoretical explanations of strategic behavior were presented, as schools of thought were formed, dedicated to enriching their own theories and proving their superiority over the theories proposed by other schools, but it seems All these schools teach the same problem. Some of them call it the problem of policy formation, and others call it the problem of strategy formulation, as it relates to the logic that directs the process by which the organization adapts to its external environment (Bosson, Hessels, 2019: 14). Where he defined strategic behavior as a set of actions taken by the organization to influence the market environment including the beliefs of customers and competitors, the number of actual and potential competitors, and the costs or speed used by the competitor (Huyghebaert & Gucht, 2016: 4). While (Muhammad, Ibrahim, 2017: 200) defined strategic behavior as a general definition of the activities carried out by the company to influence the market environment in which it competes. Strategic actions include activities that influence competitors and make them cooperate in order to increase mutual profits, or independent activities to increase corporate profits at the expense of competitors. And defined strategic behavior as a concept that has far-reaching implications in the field of strategic management, and depends on what leaders do in solving the various problems facing the organization (Estévez et al., 2018:2). Researchers believe that strategic behavior is the behavioral pattern adopted by organizational leaders to achieve their strategic goals. As for (Rahima, 2012: 252), he showed that strategic behavior is a set of skills and self-characteristics that characterize the individual and that form his method of practicing strategic leadership and the consequent decisions and tasks that differ from one person to another. While it was clarified (Al-Mashhadani, 2020: 24) as a function to describe the environmental characteristics that affect the organization and the actions or reactions it shows towards it. As for (Muhaimid, Thiab, 2021: 518), he showed that strategic behavior means the principles, processes, practices and decision-making patterns that face the organization's activity. The importance of strategic behavior is an important role in the life of the organization because it is considered one of the pillars of its backbone and works to direct high barriers to entry and exit and even movement within the market, including the threat of new competitors (Bjay, Mohammed, 2021: 356). As for (Kinyuira & Kenyatta, 2016:46), it was shown that strategic behavior is important in

that it provides the basis for the organization to achieve superior performance in all cases of uncertainty, so it is important to determine the type of strategic behaviors that will be used when determining the appropriate strategic position, as well as the direction to start implementing competitive strategy. While between (Al-Khalidi, 2019: 64) the importance of strategic behavior in the organization is reflected on the leaders of those organizations, which leads to positive results due to the high level of their strong personality, in addition to their excellent ability to think, generalize and analyze events and their ability. To adapt to change the strong ability to formulate future scenarios of current competitive conditions, analyze the nature of existing alliances, environmental conditions and market trends, since leaders with these characteristics cannot achieve strategic behavior without using these tools with different organizational resources and capabilities. Help them do this. The cornerstone of this strategic behavior. As for the dimensions of strategic behavior, the researchers used four dimensions of strategic behavior, which are (Prospector, Defender, Analyst, and Responder), which were applied to various business sectors (industrial, commercial and service) regardless of the nature of the work carried out by the organization. The process is to enable the organization's leaders to use behaviors to strategically enhance organizational excellence, achieve the sustainability of the success of its competitive strategy, and demonstrate the extent to which successful organizations respond to various crises. This is what was indicated by (Wheelen et al., 2018: 147). This classification according to these dimensions helps to understand why organizations facing the same situation show different behaviors, because this is due to leaders adopting different strategic behaviors consistent with the nature of their skills and experience in dealing with competitors. Therefore, it is worth noting that the researchers identified and measured the dimensions of strategic behavior based on the study (Al-Khalidi, 2019: 68), which worked on building its scale based on a study (Conant et al., 1990:381).

### **1. prospectors**

This type of strategic behavior aims to maintain the organization's reputation as a market leader by looking for opportunities, even if they are fraught with risks, because the leaders of these organizations believe that these opportunities will bring very important future benefits to the organization (Slater et al., 2006:1225 ). As they are in contrast to defensive managers who seek to develop pioneering new products, and organize in a very organic way, so they require a high degree of decentralization and potential organizations can use new innovative products to enter new markets Gain competitive advantage and rapid adoption of new technologies, these organizations maintain External focus by constantly adapting to market changes, but can significantly reduce operational efficiency (DeSarbo et al., 2005: 49).



---

## 2. Defenders

Advocate leaders avoid risk and show greater interest in satisfying existing customer needs at a lower cost, but at the expense of additional product functionality (Andrews et al., 2009:733). Therefore, their strategic behavior is to respond to cost leadership (Balodi, 2014:196). Advocate organizations are those that take a more conservative approach and prefer to compete on price and quality rather than investing heavily in developing new products, i.e. they usually focus on niche markets or focus on improving the efficiency of existing operations. (Bjay, Mohammed, 2021: 357).

## 3. Analyzers

Analytical leaders focus on developing the organization's ability to keep costs low on the one hand, and pursue research and development to achieve product differentiation on the other (Pinto & Curto, 2007:68). It is also a strategic combination of two types of defensive behavior and the behavior of prospectors, because it contains elements of all the strategic behaviors of defenders and prospectors. While exploring opportunities, they hope for the future and at the same time are keen to build a stable base of existing products and customers, so they need to build a structure that ensures a balance between autonomy on the one hand and central authority on the other (Zagmar 2017:13).

## 4. Respondents

Leaders of these organizations often make adjustments to products or processes due to sudden changes, and their decisions are usually based on accumulated experience (Lin et al., 2013:3). Respondent organizations are those that lack a consistent forward-looking strategy, respondents rarely modify strategy and behavior unless forced to do so by environmental pressures, and often lack strategic and structural coherence because they primarily deal with market changes in a different and temporary way, but they have not gained an advantage Competitive because there is no clear link between the structure and the strategy it pursued (Gnjidie, 2014:96).

## Second: High Performance

High-level companies focus on better continuous management, such as being managed with a high level of commitment, an effective and highly participatory strategy that speaks to Taylor's traditional methodological ideals and an increased focus on corrective action and their work, rather than simply compliance with rules and oversight (AL-Hadrawy, Hakim, 2018: 318). High-performance systems assume that people in work teams are the primary source of improvements and competitive advantages that are difficult for others to achieve and imitate. This is achieved in companies that seek to do so, by encouraging business, sharing information, respectful treatment, and developing working people (Al-Zaidi, Al-Khazraji, 2016, 57). There are many other labels for the same high performance term, such as high performance

practices, high containment work systems, advanced work practices, and alternative work practices (Naji, Zubaidi, 2020: 81). Therefore, high performance is defined as a set of administrative practices that try to create an environment within the organization and to form an individual who has a greater degree of participation in bearing responsibility (Brown, 2006:3). While (De waal, 2012:33) defined high performance as that organization that achieves financial and non-financial results better than other organizations during a period of time. As for (Khalil, 2013, 244), he pointed out that high performance is a specific set of human resource practices, business structures and processes that increase individuals' knowledge, skill, commitment and flexibility. (Abdel Sayed, 2015: 76) believes that high performance is one of the modern administrative concepts that have received attention from organizations, as it is closely related to the goal of the organization's success in light of the changing competitive environment. As for (Ahmed., et al, 2007: 45), he clarified that high performance is the output of the organization's process, which begins with the design of the organization's structure and ends with the transformation of inputs into effective outputs that lead to achieving sustainable value and advantage for the organization. While (Gittell et al., 2010:495) showed that high performance is a complex and distinct package, but it is intertwined with human resource management policies and creative work practices that consist in the form of an identical package of practices that include coherent systems for selecting, developing and motivating the human element. The importance of high performance lies in increased speed and innovation, sharing of knowledge and skills, alignment with organizational and customer trends, and a focus on responding quickly to changing business needs and market demands (Berber & Yaslioglu, 2014:32). Moreover, high-performance work practices build a high relationship of trust between management and employees, relying in particular on the assumption that employees can make progress on important workplace decisions, as well as increase organizational efficiency (Al-Anzi & Hussain, 2013: 23) . High performance systems improve worker intelligence through an extensive training process and focus on teamwork, building relationships, trust and more collaborative work, thus benefiting the organization by lowering costs, eliminating some management layers, reducing internal conflict, reducing employee turnover and Maintaining competence within the organization (Tomer, 2004:11). The importance of high performance is also reflected in an organization's ability to engage employees to achieve its goals through efficient use of resources and help maintain the organization's human capital (Kirkbesoglu, 2015:4). Researchers have adopted in determining the dimensions of high performance on the dimensions mentioned in the study (Nicole, 2005:5), which were the quality of management, openness and effective orientation, long-term commitment, continuous improvement, and the quality of the work force. Which he described as essential qualities that should be available in the organization to become high-performance. The reason for the researchers' choice of these dimensions is due to the fact that they are commensurate with the nature of the



organization in question, in addition to that, most researchers have adopted these dimensions in their studies, such as (DeWaal,2008;2009;2010 ;2012:3;6;312;32), (DeWaal&Frijins,2009;2011;2012:2;7;4),(DeWaal&Chachage,2011:152),(DeWaal&Sultan,2012:216),(DeWaal&Akaraborwor,2013:79),(DeWaal&Jansen,2013:45),(DeWaal ,et al.,2014:37), (Al-Shammari & Nasr, 2021:220-222 ),(Al-Shammari et al., 2021:206-207).

### **1. Management Quality**

Management of high-performing organizations maintains relationships of trust with working individuals at all organizational levels by evaluating employee loyalty, respecting intelligent individuals, and building personal relationships with employees because managers are distinguished by integrity, respect and ethics. Gouda, 2010: 20). Another characteristic of managing high-performing organizations is that it is concerned with training workers to improve their ability to achieve optimal results in return for them by supporting and assisting management, protecting them from external disturbances, holding them accountable for results, and holding the negligent individual accountable (Al-Shammari et al., 2016: 19).

### **2. Openness and Effective Orientation**

This feature is not limited to creating an open culture, but rather focuses on describing it to achieve results. The management of high performance organizations cares about the opinions of employees by establishing a dialogue with them and involving them in all important work. It also enables them to experience and learn from their mistakes, which becomes a learning opportunity because it encourages employees to take planned risks and share knowledge for new ideas that lead to better results. Their dynamic capabilities, change leadership and renewal and personal involvement to manage these organizations in the process (Al-Anzi, 2014: 174).

### **3. Long-Term Commitment**

The long-term commitment extends to all stakeholders in the organization, i.e. shareholders, employees, distributors, customers and the entire community. If high-performing organizations constantly strive to create value for their customers by engaging with and responding to their customers directly, by caring for their communities and creating opportunities and relationships, they understand what customers want. By encouraging employees to fill the talented jobs of its members (Jafar, 2017: 174).

### **4. Continuous Improvement**

The organization continuously seeks to achieve the process of continuous improvement through continuous improvement and improvement of all processes aimed at improving its capabilities to respond to events efficiently and effectively and to get rid of unnecessary procedures (Afsar, 2010:303). Also, continuous improvement

is the development of the organization's resources so that it includes all inputs and outputs, because it creates an added value for the organization and then will lead to achieving a high level of job satisfaction for working individuals and customers (Hammash, 2020: 266). Continuous improvement has become a challenge practiced by most organizations to face all pressures (Al-Baghdadi & Al-Abadi, 2010:26).

## 5. Workforce Quality

High-performance organizations work to gather a workforce that has a variety of skills and specializations, so that the organization trains its personnel to discover operations problems and provide innovative ideas that do not find solutions to them (Fareed et al., 2016:514). The organization is also constantly working to develop its workforce by training them, acquiring the necessary knowledge and skills, urging them to learn from others and help achieve exceptional results, and take responsibility for the results of their work so that they can search for new productive ways to achieve the desired results (Al-Amri, 2018: 160).

### Practical Side

#### First: the statistical validity of the research measures

The statistical validity of the research scale was verified as shown in the steps listed below:

##### 1. Apparent validity of the research scale:

For the purpose of verifying that the paragraphs of the scale have been formulated in a way that achieves its main objective, which is to represent the dimensions of the scale correctly, after translating the scale from English to Arabic, the research scale was presented to a group of (8) arbitrators who are specialized in the field of business management, so Some paragraphs have been reformulated based on their suggestions to become clearer and more precise for respondents.

##### 2. Research Scale Constancy:

Table (1) shows the internal consistency of each paragraph of the scale, as the stability of the search scale was verified through the use of the Cronbach's alpha coefficient.

Table (1) Measuring the stability of the search tool

search variables	Scale dimensions	Alpha Cronbach
Strategic Behavior	Prospectors	0.932
	Defenders	0.933
	Analyzers	0.931
	Respondents	0.928
Overall stability of the strategic behavior scale	0.925	
High Performance	Management Quality	0.932
	Openness and effective orientation	0.929
	long-term commitment	0.937
	Continuous enhancement	0.951
	Workforce quality	0.932
The overall stability of the high performance scale	0.927	
The overall stability of the search scale	0.938	

## Second: Statistical analysis of research variables

Descriptive statistics is a set of statistical tools that describe the basic characteristics of a research community and summarize data in a clear and understandable way.

Table (2) Estimates of Arithmetic Means

Weighted average	Level
From 1-79,1	Disagree
From 80,1-59,2	Slightly agree
3,39-2,60	Medium ok
4,19-3,40	Very ok
5-4,20	I agree very much

### 1. Descriptive analysis of the dimensions of strategic behavior

Table (3) Descriptive statistical analysis of the dimensions of strategic behavior

No	Dimensions	Arithmetic mean	Standard deviation	Coefficient of Variation	Relative importance	order of importance
1	Prospectors	3.7507	0.63557	16.95	75.01	3
2	Defenders	3.7547	0.69869	18.61	75.09	2
3	Analyzers	3.6613	0.66966	18.29	73.23	4
4	Respondents	3.7560	0.70569	18.79	75.12	1
overall mean of the arithmetic mean of the Strategic Behavior		3.7307	0.58301	15.63	74.61	***

It is clear from the table (3) above that the respondents' dimension, which is one of the dimensions of strategic behavior, obtained the highest arithmetic mean of (3.7560) and with a standard deviation of (0.70569). Competitors rely on instant and quick adjustments.

As for the Analysts dimension, it obtained the lowest arithmetic mean of (3.6613) and with a standard deviation of (0.66966), and this indicates the clear weakness in the analytical side of the company's leaders. An unstable environment and under constant danger.

### 2. Descriptive analysis of the dimensions of high performance

Table (4) Descriptive statistical analysis of the dimensions of high performance

No	Dimensions	Arithmetic mean	Standard deviation	Coefficient of Variation	Relative importance	order of importance
1	Management Quality	3.8460	0.68963	17.93	76.92	1
2	Openness and effective orientation	3.7580	0.69193	18.41	75.16	2
3	long-term commitment	3.5860	0.59492	16.59	71.72	3
4	Continuous enhancement	3.6794	0.67592	18.37	73.588	4
5	Workforce quality	3.4600	0.66098	19.10	69.2	5
Overall mean of the arithmetic mean of the High Performance		3.6621	0.49058	13.40	73.242	***

It is clear from the table (4) above that the dimension of management quality, which is one of the dimensions of high performance, has obtained the highest arithmetic mean of (3.8460) and with a standard deviation of (0.68963), and this indicates the high quality of the management of Ur company through the trust relationships it builds with its employees and work To train them to increase their ability to achieve the best results.

As for the quality of the workforce, it obtained the lowest arithmetic mean of (3.4600) and with a standard deviation of (0.66098), and this indicates the weakness of the staff working in Ur Company, which would enhance or weaken the provision of innovative solutions to the various problems facing the company.

### Third: Testing the research hypotheses

#### 1. Correlation between variables and research dimensions

The correlation coefficient is one of the methods or methods of inferential statistics, as it is used to know the nature, direction, degree, strength and significance of the linear relationship between two variables. , p.413)). If the correlation value is confined between (0) to (+0.2), this indicates that there is no correlation between the variables, and a weak positive correlation when it is +0.2) to +0.35. While the correlation is moderately positive when it is +0.35 to +0.6), a strong positive correlation is when it is +0.6) to (+0.8 and a very strong positive correlation when it is (+0.8 to +1), but if the correlation coefficient is (1+) This indicates a complete positive correlation. If the correlation value is confined between 0) to (-0.2, this indicates that there is no correlation between the variables, and a weak negative correlation when it is -0.2) to -0.35. While the correlation is medium negative when it is -0.35) to -0.6), and strong negative correlation when it is -0.6) to (-0.8 and very strong negative correlation when it is (-0.8 to 1-), (-1) indicates a negative correlation Tam, (Saunders et al., 2016, p.545) and Table (5) shows the correlation relationships between research variables and dimensions.

Table (5) Correlation relationships for the variables and dimensions of the research hypothesis

Correlation											
Variables and dimensions of the hypothetical chart	PR	DE	AN	RE	ST	MA	OER	LTC	CE	WQ	HP
Prospectors	1										
Defenders	.567**	1									
Analyzers	.574**	.781**	1								
Respondents	.703**	.621**	.670**	1							
Strategic Behavior	.820**	.866**	.880**	.873**	1						
Management Quality	.598**	.614**	.637**	.647**	.726**	1					

Openness and effective orientation	.701**	.624**	.627**	.796**	.799**	.637**	1				
long-term commitment	.539**	.434**	.488**	.538**	.580**	.520**	.568**	1			
Continuous enhancement	.241**	.171**	.197**	.319**	.270**	.214**	.278**	.118**	1		
Workforce quality	.559**	.554**	.572**	.736**	.705**	.581**	.672**	.574**	.205**	1	
High Performance	.712**	.649**	.682**	.822**	.833**	.801**	.588**	.735**	.497**	.817**	1

Source: Prepared by researchers based on the outputs of Spss, v.23

## 2. Test hypotheses of influence between variables and research dimensions

Testing the influence relationship between the main variables of the research:

This test was conducted using Path Analyze by AMOS, V.20 statistical analysis program for the purpose of verifying the influence relationship between strategic behavior and high performance. The results shown in Table (5) and Figure (2) were reached as follows:

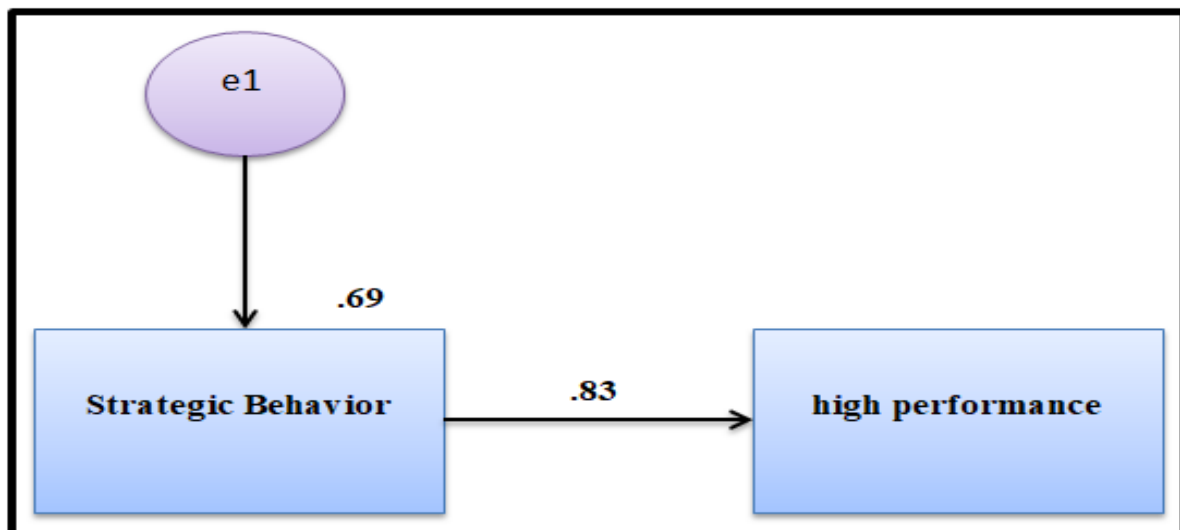


Figure (2) The influence relationship between the main variables of the research Table (6), the influence relationship between the main variables of the research

Path	Estimate	S.E.	C.R.	P	Results
Strategic Behavior → High Performance	.830	.042	19.7619	***	accept the hypothesis

It is noted from Figure (2) that there is a path that the independent variable (strategic behavior) takes during its influence on the dependent variable (high performance). Based on what was mentioned in the aforementioned table and figure, we reach to

accept the main research hypotheses, as it is clear that there is a direct and positive effect of statistical significance for strategic behavior in high performance (C.R values greater than 19.7619) the effect amounted to 0. .830)), which leads to acceptance The main hypothesis (Tabahnick and Fidell, 2001:687).

### I. Testing the influence relationship between the dimensions of strategic behavior and high performance

This test was conducted using Path Analyze by AMOS, V.20 statistical analysis program for the purpose of verifying the influence relationship between the dimensions of strategic behavior and high performance. The results shown in Table (7) and Figure (3) were reached as follows:

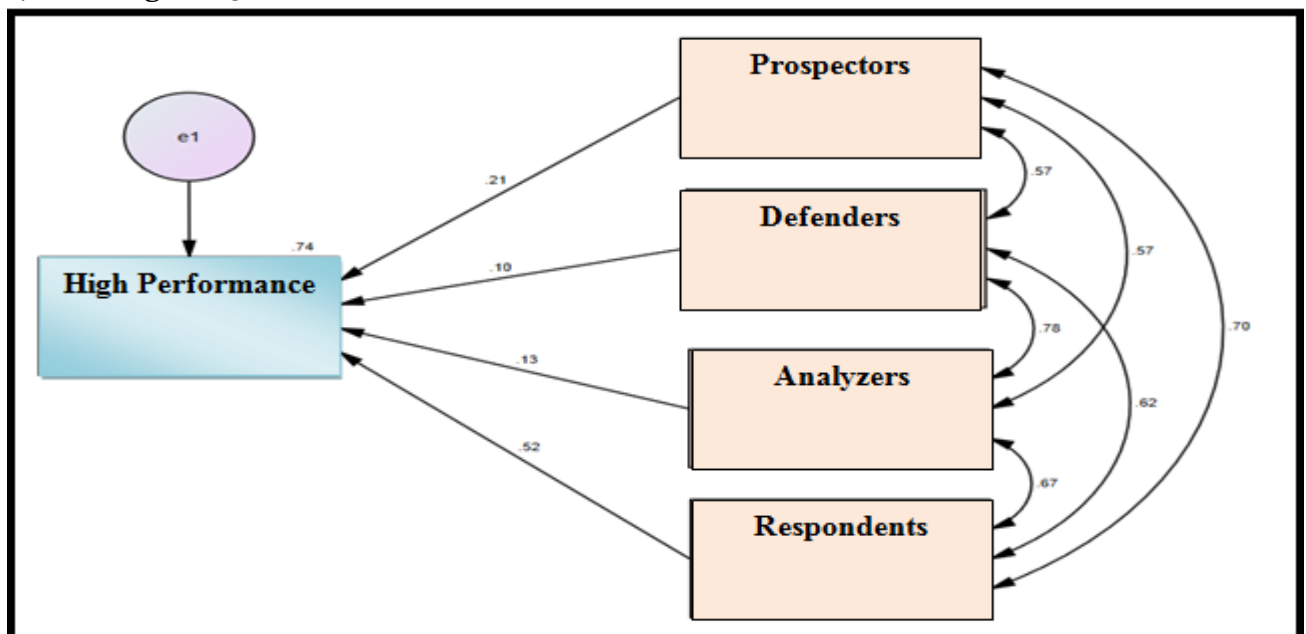


Figure (3) The relationship of the effect of the dimensions of strategic behavior on high performance

Table (7): The relationship of influence between the dimensions of strategic behavior on high performance

Path	Estimate	S.E.	C.R.	P	Results
Prospectors → High Performance	0.213	.045	4.733	***	accept the hypothesis
Defenders → High Performance	0.104	.051	2.039	***	accept the hypothesis
Analyzers → High Performance	0.129	.051	2.529	***	accept the hypothesis
Respondents → High Performance	0.521	.044	11.840	***	accept the hypothesis

Based on what was stated in the mentioned table and figure, it is clear that there is a positive statistically significant effect of (0.213), which leads to the acceptance of the first sub-hypothesis (Tabahnick and Fidell, 2001:687). 0.104), and the third sub-hypothesis between analysts and high performance was accepted, and its value was (0.129), and finally the fourth sub-hypothesis was accepted among respondents in high performance, as the value of the positive impact between them was (0.521).



---

## Conclusions and Recommendations

### First: conclusions

1. The results showed a weakness in discovering opportunities early as a result of the continuous decline in market monitoring.
2. The clear decline in the analytical side of the company Ur.
3. The clear weakness shown by the results in the quality of the work force.
4. The results showed a clear impact of the employees' behavior on their performance in the company.
5. Decreased indicators of continuous improvement for the company Ur.

### Second: recommendations

1. It is necessary for the company to remain connected to the market and to be fully aware of the changes and developments taking place in it in order to keep pace with that in its industry.
2. Supporting the analytical side of the employees of the Ur company by following several means, including providing the company with research and studies that occur on environmental changes to avoid them when the company encounters this.
3. Providing the company with manpower with competence and experience to advance the company's current reality.
4. Motivating employees and raising their loyalty to the company, which leads to strengthening their loyalty and commitment in the long run.
5. The necessary to find a clear methodology that promotes continuous improvement and makes it a contract and behavior for employees.

### Sources

1. Abdel Sayed, Ghazi Abdel Zaid, (2015), The role of high performance work systems in outstanding job performance through the mediating role of human resource flexibility, an unpublished master's thesis in Business Administration, College of Administration and Economics, University of Karbala, Iraq, Karbala.
2. Ahmed K Abdul Majeed., Amine T Suham. and Khaleel I Ali., (2007), Development of high performance liquid chromatographic method for determination of famotidine and ranitidine . HCl in pharmaceutical preparations, Journal of Kirkuk University –Scientific Studies , vol.2, No.1.
3. Al-Anazi, Saad Ali Hammoud and Hussein, Samar Adel, (2013), Developing high performance work practices to ensure organizational effectiveness, research extracted from a master's thesis, Journal of Economic and Administrative Sciences, Volume / 19, Issue / 73, College of Administration and Economics, University of Baghdad.
4. Al-Anazi, Saad Ali, (2014), Business Creativity: Readings in Administrative Excellence and Organizational Excellence, 1<sup>st</sup> Edition, Al-Warraq for Publishing and Distribution, Oman, Jordan.

5. Al-Hadrawi, Hamid Karim, Hakim, Haider Ghassan, (2018), The Five Years Strategy and its Role in Improving High Performance - An Applied Study in the General Company for Automotive and Equipment Manufacturing, Alexandria Branch, Kufa Studies Center Journal, Issue / 51.
6. Al-Khalidi, Abbas Kateh, (2019), The role of Strategic Behavior and Entrepreneurial Orientation in sustaining the success of Competitive Strategies via the mediating role of Organizational Excellence, unpublished doctoral thesis, University of Karbala, College of Administration and Economics, Iraq, Karbala.
7. Al-Mashhadani, Abdul-Muhaimin Yahya, (2121), The Impact of Strategic Behaviors on Strategic Flexibility, an exploratory study of opinions, a sample of administrative leaders in the Northern Cement Auxiliary, Nineveh Governorate, Higher Diploma Thesis, Department of Business Administration, College of Administration and Economics, Tikrit University, Iraq.
8. Al-Shammari, Ahmed Abdullah Amanah, Al-Masoudi, Abdul Ali Salman, and Najm Fatima Falih Mubarak, (2021), the effect of adopting creative behavior in achieving high performance, an analytical research of the opinions of a sample of workers in Rafidain Bank / Al-Diwaniyah, the Iraqi Journal of Administrative Sciences, vol. 17, issue/ 70.
9. Al-Shammari, Ahmed Abdullah Amanah, Nasr, Ali Mugheer, (2021), The Effect of Human Resource Flexibility in Promoting High Performance, Iraqi Journal of Administrative Sciences, Volume / 17, Issue / 69.
10. Al-Zaidi, Nazem Jawad, Al-Khazraji, Qusai Ismail, (2016), The Role of Organizational Flexibility and Its Implications in Responding to Achieving High Performance Requirements - Field Research in the Municipal Sector, Journal of Economic and Administrative Sciences Issue / 94 Volume / 22: Pages 50 - 83.
11. Andrews, R., Boyne, G. A., Law, J., & Walker, R. M., (2009), Strategy, structure and process in the public sector: a test of the Miles and Snow model, Public Administration, 87 (4), 732-749.
12. Balodi Krishna Chandra., (2014), "Strategic orientation and organizational forms: an integrative framework", European Business Review, 26. 2.
13. Bosson, M., Hessels, M., & Hessels-Schlatter, C., (2019), Le développement de stratégies cognitives et métacognitives chez des élèves en difficulté d'apprentissage. Développements, 1, (1).
14. Brown , Eric D(2006 ) Implementing a High Performance Work System , Aligning Technology, Strategy, People & Projects .
15. Conant Jeffrey S., Mokwa Michael P., and Varadarajan P. Rajan., (1990), "Strategic types, distinctive marketing competency es and organizational performance: a multiple measures-based", Strategic Management Journal, 11: 365-383.
16. De Waal, Andre A. & Akaraborworn, Chiraprapha Tan, (2013) , "Is the high performance organization framework suitable for Thai organizations?" emerald group Publishing Limited, measuring business excellence, Vol. 17 No. 4.

17. De Waal, André A. & Frijns, Miriam (2011)," Longitudinal research into factors of high performance: the follow-up case of Nabil Bank," Measuring Business Excellence j Vol.15 No. 1 , Q Emerald Group Publishing Limited ,pp. 4-19.
18. De Waal, André A. & Frijns, Miriam, (2009)," Working on high performance in Asia: the case of Nabil Bank" Published in Measuring Business Excellence, vol. 13, issue 3.
19. De Waal, André A. & Frijns, Miriam, (2012),"applicability of the high performance organization framework in central Africa: the case of rwanda's minaloc".
20. De Waal, André A. (2008) "The Secret of High Performance Organizations" , European School of Management , Management Oline Review.
21. De Waal, André A. (2010) , "Characteristics of high performance organizations", Center for Organizational Performance, Hilversum.
22. De Waal, Andre' A. ,(2012),"Characteristics of High performance organization ",Business management and Strategy , Macrothink Institute, Vol 3,No.1. <http://macrothink.org/journal/index.php>.
23. De Waal, André A.& Chachage, Bukaza, (2011) , " Applicability of the high-performance organization framework at an East African university: The case of Iringa University College" Emerald Group Publishing Limited, International Journal of Emerging Markets, Vol. 6, No. 2.
24. De Waal, André A.& Sultan, Suhail, (2012) , "Applicability of the high performance organization framework in the Middle East: The case of Palestine Polytechnic University" Emerald Group Publishing, Education, Business & Society: Contemporary Middle Easter Issues, Vol.5, No.3.
25. De Waal, André A., (2012) , "Characteristics of High Performance Organizations" Business Management and Strategy, Vol. 3, No. 1.
26. De Waal, André A., (2009) , ACHIEVING HIGH PERFORMANCE IN THE PUBLIC SECTOR: WHAT NEEDS TO BE DONE?" International Conference on Administrative Development: Towards Excellence in Public Sector Performance , Riyadh, Saudi Arabia.
27. De Waal, Andre, and Orij, Ruben, and Rosman, Jantien and Zevenbergen, Marijke, (2014) "Applicability of the high-performance organization framework in the diamond industry value chain", Emerald Group Publishing Limited, Journal of Strategy and Management, Vol. 7 No.1.
28. De Waal, Andre´ & Jansen, Paul, (2013) , "The bonus as hygiene factor: the role of reward systems in the high performance organization", Emerald Group Publishing Limited, Evidencebased HRM : A Global Forum for Empirical Scholarship, Vol. 1 No. 1.
29. DeSarbo, W. S., Anthony Di Benedetto, C., Song, M., & Sinha, I. (2005), Revisiting the Miles and Snow strategic framework: uncovering interrelationships between strategic types, capabilities, environmental uncertainty, and firm performance, Strategic management journal, 26 (1), 47-74.

30. Estévez Vanessa Yanes, Pérez Ana María García and Rodríguez Juan Ramón Oreja., (2018), "The Strategic Behaviour of SMEs", *Adm. Sci.* , 8, 61.
31. Gihell, Jody Hoffer and Seidner, rob and Wimbush, Julian, (2010), " A Relation Model of how high – performance work systems work", *Organization Science*, vol. 21, No. 2, March- April, pp. 490-506.
32. Gnjidić, Vladimir, (2014), *Researching the Dynamics of Miles and Snow's Strategic Typology*, Management, Vol. 19, 1.
33. Huyghebaert, Nancy & Gucht, Linda, (2016), *Incumbent Strategic Behavior in Financial Markets and the Exit of Entrepreneurial Start Ups*, *Strategic Management Journal*, Vol. 25, No. 7.
34. Khalil, Noor (2013), the requirements of the high performance work system to achieve leadership in university work, analytical research in the College of Administration and Economics, University of Baghdad, Department of Business Administration, *Journal of Economic and Administrative Sciences*, Volume 19, Issue / 73.
35. Kinyuira Daniel Kimunya and Kenyatta Jomo., (2016), "RELATIONSHIP BETWEEN OWNERSHIP CHARACTERISTICS & STRATEGIC BEHAVIOUR OF FIRMS: EVIDENCE FROM COOPERATIVE ENTERPRISES IN KENYA", *Journal of Strategy and Performance Management*, 4(2), 43-60.
36. Kirkbesoglu ,Erdem,(2015)," The Effects of Organizational Performance on the Relationship between Perceived Organizational Support and Career Satisfaction: An Application on Insurance Industry," *Journal of Management Research*, Faculty of Commercial Sciences, Baskent University, Vol. (7), No. (3), pp.(35-50).
37. Laith Shati Bjay , Ayad Taher Mohammed, (2021), *Organizational values and their impact on strategic behavior an exploratory study in the Iraqi General Company for Textile and Leather Industries*, *Tikrit Journal of Administration and Economics Sciences*, ;Vol. 17, No. 56, Part (3): 348-360.
38. Lin Chinho, Tsai Hua-Ling and Wu Ju-Chuan., (2013), "Collaboration strategy decision-making using the Miles and Snow typology", *Journal of Business Research xxx*, xxx–xxx.
39. Muhaimid, Kifah Abbas, Thiab, Silwan Bassem, (2021), *The role of strategic leadership behavior in enhancing organizational confidence/An exploratory study of the opinions of a sample of administrative leaderships in Salah al-Din Health Department*, *Tikrit Journal of Administrative and Economic Sciences/Volume 17*, Issue 54.
40. Muhammad, Thaer Jassim, Ibrahim, Roy Ahmed, (2017), *The Role of Strategic Behavior Patterns in Strengthening the Capabilities and Capabilities of Educational Leadership: An Analytical Study of the Opinion of a Sample of Academic Leaders in Iraqi Universities*, *Tikrit University Journal of Administrative and Economic Sciences*, Volume 2, Issue 8.

41. Naji, Hala Turki, Al-Zubaidi, Ghani Daham, (2020), The Interactive Role of High-Performance Work Systems in the Relationship between High Inclusion Management Practices and Strategic Entrepreneurship / A Case Study in Diyala Public Company, Journal of Economics and Administrative Sciences Vol.26, No. 124 pp. 77-92.
42. Nicole M. Young ,MSW ,(2005),"5 Qualities of a High performance organization", optimal solutions consulting ,[www.opti-solutions.com](http://www.opti-solutions.com).
43. Pinto Jose´ Castro, Jose´ Dias Curto., (2007), "The Organizational Configuration Concept as a Contribution to the Performance Explanation: The Case of the Pharmaceutical Industry in Portugal", European Management Journal, 25. 1: 60–78.
44. Rahima, Salma Hatita, (2112), The role of strategic leadership skills in preparing for work stress, an analytical study of the opinions of a sample of military leaders, Anbar University Journal of Economic and Administrative Sciences, Volume/4, Issue/9.
45. Slater, S. F., Olson, E. M., and Hult, G. T. M., (2006), "The moderating influence of strategic orientation on the strategy formation capability–performance relationship", Strategic Management Journal, 27: 1221-1231.
46. Tomer, John(2004) . Understanding High Performance Work Systems: The Joint Contribution of Economics and Human Resource Management.
47. Wheelen Thomas L., Hunger J. David, Hoffman Alan N. and Bamford Charles E., (2018), "Strategic Management and Business Policy Globalization, Innovation and Sustainability", 15th Edition, Global Editions, Pearson Education Limited, New York, USA.
48. Zagmar, Salma, (2015), The dimensions of the entrepreneurial approach and its role in achieving the effectiveness of strategic decisions in the Algerian food industries sector, a case study of the Omar Bin Omar Foundation for Pastries - Guelma - Naqous Foundation for Canning - Batna, Master's Thesis, Department of Facilitation Sciences, Faculty of Economics, Commercial and Sciences Management, University of Larbi Ben M'hidi - Oum El Bouaghi, Algeria.
49. Al-Shammari, Ahmed Abdullah, Al-Hasnawi, Saleh Mahdi, (2016), the role of the characteristics of knowledge makers in achieving the high performance of organizations, an exploratory study of the opinions of a sample of the leaders of the faculties of administration and economics - Middle Euphrates, Al-Qadisiyah Journal for Administrative and Economic Sciences, Vol / 18, Issue / 2.
50. Gouda, Mahfouz, (2010), Total Quality Management: Concepts and Applications, 5th Edition, Wael Publishing House, Oman, Jordan.
51. Jaafar, Qais Zuhair Abdul Karim, (2017), The impact of strategic intelligence on a high performance organization: an exploratory study for the directors of the Kidney Diseases and Transplant Center in Medical City - Baghdad, College of



- 
- Administrative Technology, Baghdad, Journal of Economic and Administrative Sciences, Volume / 23, Issue / 96.
52. Al-Baghdadi, Adel Hadi Hussein, and Al-Abadi, Hashem Fawzi Dabbas, (2010), organizational learning and the educated organization and its relationship to contemporary administrative concepts, organizational behavior, organizational memory, knowledge management, information management, organizational performance, edition 1<sup>st</sup>, Al-Warraq for Publishing and Distribution, Oman, Jordan.
53. Hammash, Turki Aziz, (2020), The Role of Leadership Empowerment Behavior in Achieving High Performance, Exploratory Research in Leading the Fifth Region Borders, College of Administration and Economics, University of Babylon, Journal of Administration and Economics, Volume /9, Issue /34.
54. Fsar, Lecturer Bilal (2010), The relation of high-performance work system with employee involvement, <https://www.researchgate.net/publication/238318815>.
55. Fareed, Muhammad, Noor, Wan S. W. M, Mohd F. M. ISA, Shahzad, Arfan & Laeeq, Hood (2016), The Role of Human Capital Development and High Performance Work System in Sustaining the Human Resource Professionals' Effectiveness: A Lesson from Pakistan's Telco Companies, International Journal of Economic Perspectives, Volume 10, Issue 4, 512-525.
56. Al-Amiri, Ali Abdul-Hussein, (2018), The role of strategic intelligence and social responsibility in achieving high performance, an exploratory study for the directors of cement factories in Iraq, the Southern Cement Association, Karbala, Kufa, Babylon, Noura, Samawah, PhD thesis, College of Administration and Economics, University of Karbala, Iraq, Karbala.
57. Saunders, M. N., Lewis, P. and Thornhill, A. (2016). "Research methods for business students ". Seventh edition, Pearson Education Limited.
58. Tabachnick, B.G., and Fidell, L.S. (2001). " Using Multivariate Statistics " . 4th ed. Boston Allyn and Bacon.
59. Zikmund, W., Babin, B., Carr, J., and Griffin, M. (2010). " Business research methods ". 8th ed., South-Western, Cengage Learning.