

The Truth Behind Strategic Renewal Regarding Organizational Brilliance as a Mediating Role in Strategic Response Among Bank Employees in the Middle Euphrates Region of Iraq

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Abstract. Objective: The current study aims to know the strategic renewal and its impact on organizational brilliance, the mediating role of the strategic response through a survey of the opinions of a sample of employees at working in private universities in the Middle Euphrates region. Design/Methodology: A variety of questions were used to identify the study's problem, the most essential of which are (Is the low level of organizational brilliance attributable to inadequate strategic innovation or a lack of investment in effective strategic response?) and its significance to them, as well as the form and amount of benefit in the banking industry among the institutions questioned. The study population in (the governorates of the Middle Euphrates), where the number of questionnaires disseminated reached (135), and the number of questionnaires acceptable for analysis reached (124) out of a total of (135) questionnaires recovered.

The current study aimed to investigate a variety of primary and sub-hypotheses about correlation and effect connections among the variables under consideration. Many statistical methods (normal distribution, arithmetic mean, exploratory and confirmatory factor analysis, and structural equation modeling) were used to answer the study problem's questions and achieve the set objectives, as well as to process the data, using the statistical program SPSS V25 and the program Amos V.25.

Theoretical results: There is a knowledge gap in interpreting the nature of the link between the variables of the current study, which are represented by the independent variable, strategic renewal, the mediating variable, strategic reaction, and the dependent variable, organizational brilliance.

Practical results: The study produced a number of findings, the most significant of which is that, by mediating the strategic response variable, the organizational brilliance variable affects and is connected to the strategic renewal variable.

Keywords:- Strategic Renewal, Strategic Response, Organizational Brilliance.

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1. Introduction

The difficulties facing banks in general and private banks, in particular, have increased to achieve organizational brilliance, which is undoubtedly considered one of the ultimate goals of banks, especially in light of their competition between government and private banks, which may attract the attention of customers if achieve the standards of deal with the customers. Therefore, it can be said that strategic renewal plays an important role in achieving the desired goals, as strategic renewal and organizational brilliance are essential elements for any successful business. Hence, the focus will be on exploring the concept of strategic renewal and organizational brilliance in the context of modern organizations. Especially in the study sample, private banks in the provinces of Diwaniyah and Babil in Iraq. The study tries to explain and clarify that strategic renewal is necessary for any bank to achieve and maintain long-term organizational brilliance in a highly competitive environment. By considering the challenges and importance of strategic renewal, the

study will attempt to provide insights into how the sample banks can achieve and maintain organizational brilliance in today's competitive business field.

To determine the nature of the required response, banks must play a proactive role in this area by looking at the wide impacts of their interactions and the longer term to formulate their strategic responses, as banks that deal with complexity factors and complex systems in this industry and then seek to integrate and synthesize diverse and conflicting aspects of its environment and consider competitive interpretations when formulating response options by developing more diverse images of the environment, which leads to a more creative response to the environment. Although the strategic response is not a guarantee of achieving the banks' goals, it is how banks implement their strategic plan and the extent to which the plan is compatible with the strategic goals. It largely determines the success of these responses, as it helps in designing and formalizing those plans through a set of decisions and actions taken by banks after designing their internal capabilities on a flexible, adaptable strategy that is changed according to environmental changes, as strategic responses are the result of both environmental events and capabilities. Banks: Thus, the strategic response is considered part of the competitive strategies that banks develop in an attempt to overcome competition, improve performance, and deal with uncertainty and turmoil in the private and public environment.

Strategic response prepares the organization's long-term scope to obtain a competitive advantage in the event of a changing environment and enables the organization to reorganize its resources and achieve what stakeholders expect [1].

The sense of renewal was not enhanced by the roaming management practices adopted in the survey. The results showed that strategic renewal represents a set of strategic characteristics to revitalize and modernize products and search for new and emerging markets to increase growth and profits and hedge against potential risks and challenges [2]. In their research results indicate that organizational brilliance mitigates the effects of abusive supervisory behavior on the amount of performance and creativity of employees [3].

The study attempted to provide more in-depth and comprehensive research directions on the topic of strategic renewal and its impact on organizational brilliance through the mediating role of strategic response in business organizations.

2. The Methodology of The Study

1.1 The problem of the study

The goal that all business organizations seek is to contribute to achieving organizational brilliance and this goal is achieved through the services provided to their employees and choices the necessary strategies to achieve this goal and build on that ideas and visions on the ground and this can be linked through the excellence of individuals in the beginning and their contribution to the development of the main pillar in the adoption and achievement of the concept of strategic renewal that can be highlighted through organizational brilliance. The problem of the study is a real starting point, so the real problem experienced by the organizations under study that the researchers surround must be embodied in the field of providing an overview of weaknesses and strengths.

In order to understand and realize the problem of the study, which was described as half the way to the solution, and the applied study in general, includes a study problem stemming from an applied issue facing (the organizations under study), so the researcher must work to move from the problem of the decision to the problem of the study. Because the decision problem is directly related to the situation faced by organizations and the decisions that organizations are supposed to make to address the situation [4]. for poor strategic response or lack of effective investment in strategic innovation). In light of this decision problem, it can be reformulated as a problem of the current study as follows (Is organizational brilliance Basically and fundamentally related to strategic renewal and strategic response, and is there an impact relationship among variables, whether independent or adopted?).

1.2 The importance of study

1. The study's significance comes from its presentation of significant aspects that are worth examining but were not covered by the majority of earlier research, such as the link between strategic renewal and strategic reaction and how it affects organizational brilliance in the company under investigation.
2. Assist in the formation of conceptual frameworks for the study's variables in front of researchers hoping to draw on them later on.
3. The capacity to communicate with relevant companies, cultivate close relationships with them, and use clear thinking to find solutions to workplace issues that align with scientific advancements and the accreditation that all Iraqi institutions pursue.

1.3 Study objectives

1. The potential to achieve innovation and creativity in organizational brilliance by utilizing strategic renewal and strategic response sub-variables.
2. Recognize the connection between organizational excellence and strategy renewal.
3. Choosing the proper measurement models, after presenting, evaluating, and interpreting the models put out by authors and researchers within each variable, for the three primary study variables (organizational brilliance, strategic renewal, and strategic reaction).
4. Analyzing the major and sub-variables' statistical significance at the level of arranging the study sample and stopping at their actual order to show the field relevance based on the study sample's responses.
5. Creating the knowledge foundation for the study's issues, which include organizational brilliance, strategic renewal, and strategic responsiveness, as well as their sub-dimensions.

1.4 conceptual framework

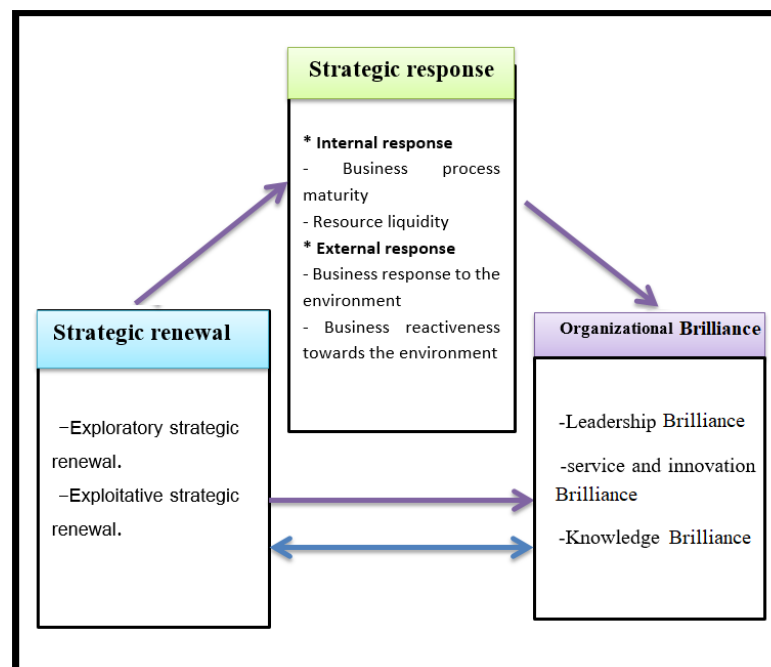


Figure 1. conceptual framework

1.5 Study hypotheses

- H1: there is an impact of strategic renewal on organizational brilliance at the level of the main variables and their sub-dimensions.
- H2: There is an impact of strategic renewal on the strategic response, the level of the main variables and their sub-dimensions.
- H3: There is an impact of strategic renewal on organizational brilliance through the strategic response in general and in detail.
- H4: There is a statistically significant correlation between strategic renewal and organizational brilliance at the level of the main variables and their sub-dimensions.
- H5: There is a significant correlation between strategic renewal and strategic response at the level of the main variables and their sub-dimensions.
- H6: There is a significant correlation between strategic renewal and strategic response through strategic response

2. The Theoretical Side

2.1 Strategic Renewal

One phrase that started to take the role of "strategic change" is "strategic renewal." Using evolutionary models of strategic transformation, defined [5] the phrase "strategic renewal" [6]. Aligning an organization's strategy with shifting

external conditions is the goal of strategic renewal, an iterative process of learning and action [6]. It depends on gaining a competitive edge and on its capacity to rearrange the capabilities necessary to provide a positive atmosphere in a turbulent and quickly evolving business environment.

Renewing is not only a choice; rather, it is an essential requirement for success in the cutthroat market [7]. The organization's competitiveness may suffer if it doesn't adjust to strategic innovation. As a result, the process by which the leader improves their resources is known as the deployment of capabilities. Therefore, in order to recognize the need for change, the process involves modifications to strategic capacities. If a leader can utilize capacity deployment as one of their strategies to address strategic impasse [8], and in the same way in a volatile and rapidly changing business environment, volatility depends on achieving competitive advantage and on their abilities to reshape the capabilities required to create a best environment, and organizations that possess these capabilities achieve a competitive advantage in the face of environmental variation [9].

Organizations that are already in place acknowledge the need for change and put a lot of work into making the required adjustments to increase their competitiveness. Thus, to keep environmental organizations competitive, strategy renewal is essential for every kind of organization [9], According to [7], organizations who fail to adopt strategic innovation may see a deterioration in their competitiveness since innovation is no longer only a choice but rather a must for success in the competitive landscape. The company operates in a future market environment that is evolving.

2.2 Dimensions of Strategic Renewal

"Adopting and implementing strategic innovation" in organizations is the link between self-development of human resources" and a high level of performance and to total achieve ability to learn" will be , "especially as innovation will give them the ability" to innovate in production, marketing and customer satisfaction

2.2.1 Exploratory strategic renewal

The idea of exploration and exploitation has been studied in a wide range of literature such as organizational learning, organizational design, adaptation, knowledge management, so these concepts have been used in various topics such as "product innovation strategic alliances, "technology development senior management teams [10]. Exploration includes things that have been tried on the field side such as study, flexibility, risk-taking, diversity, experimentation, innovation and play. Adaptive systems that engage in exploration are likely to exclude exploitation because they suffer from trial costs without getting much of its benefits [11] defined exploration as the participation of individuals and organizations in study, experimentation and difference from the rest of the organizations the purpose of competition. The inability of many innovative organizations to succeed in the market can be attributed to their constant tendency to explore new products in "unfamiliar markets" without allocating sufficient resources to exploit their potential in a more familiar place on an appropriate balance between exploration and exploitation is critical to survival" and steady prosperity [12]. Adaptive systems that engage in exploration for exclusion are more likely to find exploitation because they suffer from the costs of experimentation without reaping much of their benefits [11].

2.2.2 Exploitative strategic renewal

Exploitation includes things like selection, improvement, capabilities, production, achievement, and implementation. of course, regimes that engage in "exploitation except exploration" find themselves trapped in a suboptimal stable equilibrium.

The idea of exploration and exploitation has been studied in a large body of literature such as organizational learning, organizational design, organizational learning, adaptation, knowledge management, so these concepts have been used in various topics such as "product innovation strategic alliances, "technology development" senior management teams [10]. Exploration includes things captured such as study, flexibility, risk-taking, diversity, experimentation, innovation and play. Adaptive systems that engage in exploration are likely to exclude exploitation because they suffer from the costs of experimentation without getting much of its benefits [11] .

said that Libra's tendency toward over-exploration on an equal basis may also result in "failure to change . Many creative companies' persistent propensity to test new goods in "unfamiliar markets" without dedicating "sufficient resources to exploit their potential" is the reason behind their failure to prosper in the marketplace. It was also argued that maintaining a "appropriate balance between exploration and exploitation is critical to survival and steady prosperity," even if trade-offs between exploitation and exploration are unavoidable since they "compete" for "scarce resources [12].

claim that the regulatory backing needed for exploration and exploitation is very different. Middle managers are more inclined to participate in exploratory activities when they have greater decision-making authority over which problems should be handled and how to do them. Organizations may be taken advantage of by looking for fresh information from outside the organization and by looking for knowledge inside the organization. Both kinds might happen [11].

2.3 Organizational brilliance

Shine designates workers who not only have the best credentials and expertise but can also contribute more of the extra resources that are made available. enabling the group to get funding for a number of years [13].

Ideas that challenge "traditional thinking" are referred to as organizational brilliance, therefore it's important to recognize and encourage staff members that exhibit brilliance in their job and inspire them to come up with innovative solutions that enhance customer service [14].

However, as a result of change, growing unrest, and globalization, the pursuit of brilliance has become a prerequisite for organizations that aim to achieve excellence in the workplace. Human resources, after all, are essentially a barometer of an organization's success because they allocate funds for its upkeep, and employees want to be paid for their efforts in a way that recognizes their contributions to the creation of profits, while customers want better goods and services at a lower cost and in accordance with their preferences, as well as for dealers with the company from suppliers and distributors and other interests that HR management should maintain its brilliance [14].

that organizations are becoming more aware that knowledge as their resource plays a key role in the development and brilliance of their processes. Knowledge therefore becomes a critical success factor for achieving strategic goals. Knowledge must therefore be carefully managed to maintain brilliance and creativity within the organization that helps in the full life cycle of knowledge management [16].

2.4 Dimensions of organizational brilliance

2.4.1 Driving brilliance

Visionary, heroic, and inspirational leaders—also known as charismatic leaders—take their organizations and followers to new heights, are hailed as saviors, and are perceived as having the power to work wonders that will astound donors, staff members, and clients alike. In fact, leadership is sometimes difficult without believing in their intellect, which equates to realizing their brilliance [17].

2.4.2 Brilliance of service and innovation

As global corporations strive to move towards a new integration of time management, innovation is a crucial component of success and long-term survival. Organizations recognize that innovation helps create competitive advantages. The innovation process involves two components: technological innovation and psychological innovation. Technological innovation includes "new products, processes, and significant technological changes in products and processes," while psychological innovation focuses on the traits of the innovator, innovative behaviors, and psychological mechanisms that guide innovation [18].

Thus, concepts connect to concepts where novelty is defined as being utilized for the first time in a certain organization but then being adopted and modified by other organizations [18].

Customers turning to competitors is a sign that there is a problem with the way the service is being provided, and under brilliance management, these symptoms lead to the creation of a plan to fix errors or defects. It is also undeniable that using a structured approach to problem solving facilitates the process of moving towards continuous improvement. Finally, brilliance in service and innovation means developing distinctive specifications that allow the organization to set exceptional prices—for instance, if an input supplier raises their prices, the organization will pass those costs through to customers. However, due to the distinctive features of the company's offerings, clients are unable to employ other businesses for substitute goods and services.

As customers are drawn to the brilliance of the products they desire, just as subordinates are drawn to the brilliance of their leader, so organizational brilliance can be found in both the way activities are planned and the way the organization's products are delivered. The brilliance of the organization's products lies in the appealing and magical touches that the organization adds to what it offers on the products, or in the manner in which these products are presented,

and possibly even in the timing at which the organization chooses to present its products. The term "Trade Mark" brand refers to the modern, unrelenting attempt to improve the brilliance of items. Many contemporary organizations make brands instead of products. Of course, "big brands are like a rainbow, brilliant, radiant, captivating customers, spreading joy and fascination [17].

2.4.3 Cognitive brilliance

Numerous studies and researchers have examined the various kinds of resources found in companies, including knowledge resources. Knowledge is an example of an intangible asset that is essential, hard to quantify, growing in value, and useful for multiple operations at once. period is a resource that may be used for a very long period and is embodied in those with broad influence inside the business.

A great deal of study has been done on the many kinds and variety of resources that are found in organizations. Knowledge is one example of an intangible asset that is valuable, hard to measure, and being employed more and more. It may also be embodied in people who have a big influence on the business, utilized for a long time, and applied concurrently to several processes.

The realization of organizational leaders indicated, who care about their high performance, that the market value of their organizations increases with the brilliance of "intangible" (cognitive) resources in relation to physical ownership, and "intangible" assets have become a major source of competitive advantage, and in the eighties of the last century, (60%) of the property of organizations represented tangible assets (tangible) either Today, the situation has been significantly reversed as a result of the global trend with 80% becoming intangible assets that are critical to business success [19].

It is essential to share knowledge in any organization because it will create awareness, accept new ideas, increase coordination and improve response time as well as provide a quick solution and improve the work environment. Sustainable competitiveness However, there are many barriers that hinder the brilliance of knowledge, including the individual worker, organizational culture, technology used and organization [14].

2.5 Strategic Response

2.5.1 The concept of response

Strategic responses are a component of the competitive strategies that organizations develop in determining their goals and policies. They are reactions to what happens in the organization's environment and are defined by as a set of decisions and actions that lead to the formulation and implementation of plans designed to achieve the goals of the organization [20].

2.6 Dimensions of strategic response operations

Since different scholars have different perspectives on different aspects of the strategic response and writings, the researcher used a scale in this study to measure the strategic response variable. This scale is important because many scholars use it, and its paragraphs about the "organizational environment of Iraqi organizations" and "can be "clarified" in accordance with the following [1].

2.6.1 Internal response

Which in turn consists of two dimensions: -

A. Resource fluidity

Focusing on the liquidity of resources that many commercial organizations are trying to achieve brings more benefits, from which they contribute to the flow of resources, as it allows business organizations to organize, launch, scale and operate new initiatives and new growth businesses, and may make their core business more flexible [21].

Strategic speed is more difficult, as it represents the ability of the economic unit to exchange wealth (cash flows) for goods and services and realize the monetization of these flows, so business organizations must maintain a certain level of resource liquidity in order to mobilize the necessary budgets to implement strategies [22]. This strategic alignment can be met through organizational structures that enhance resource liquidity, governance that aligns incentives and controls for violations as well as processes that intelligently manage knowledge and integrate common specialization assets [23].

B. Business process maturity

The degree of business maturity is related to the stock of knowledge and higher skills, which the more effective it is, the greater one's awareness of the reality of things, and the maturity of his thinking is also related to the extent of his reconciliation with himself despite all its defects and shortcomings, and the more he is able to change his perceptions and opinions to become a person with normal thinking, but he is better able to absorb things correctly and understand them accurately, and this allows the emergence of an independent personality that is not affiliated with others who interact with society naturally that affects and is affected by others without allowing them to control it, the mature individual in his thinking reacts positively to his surroundings, and at the same time does not allow anyone to control his thinking or to carry out this mental process in his place [24] as well as cultural change, coordination with the organization's goals, adequate governance, focus on customers, organizational strategy, and the technologies used. A number of models have recently been proposed to measure the maturity of business process management, to measure maturity levels that are related to the scope of influence of process areas, and the ability to monitor and influence them. Organizations are becoming more and more aware of the need to become more process oriented, and they require appropriate comprehensive frameworks to help evaluate and scale their BPM initiative [25]. The foundation of process improvement is the idea that all corporate processes are primarily made up of activities falling into four categories: inputs, processes, outputs, and controls. The workforce of the corporation may more effectively and alignedly accomplish corporate goals with the support of mature business processes. According to recent research [26], efficient procedures also make it possible to introduce and employ new technology in a way that best serves the goals of the company. This is what makes it possible for an autonomous personality to form, one that is not reliant on anybody else and engages with society in a way that both affects and is impacted by others without offering them the chance to exert control. A mature thinker engages with his environment in a constructive way while refusing to let anybody else direct or carry out this process on his behalf [27].

Additionally, it can be used to assess and contrast various organizational entities, promote organizational learning, direct control-related tasks, and help make well-informed decisions about which areas to prioritize for the development and management of a special framework. This helps organizations prioritize their efforts and comprehend the advantages of investing in suggested changes and how those changes affect goal achievement. It also helps them concentrate on less developed areas and create a plan for improving their structure. In other words, it establishes the maturity of the business processes within the organization [28].

2.6.2 External response

It consists of two dimensions

A. Business reaction to environment

The business environment has a direct impact on the work environment and whether it will achieve its goals. Therefore, the response process is carried out through the information available to the organization regarding its internal capabilities and its suitability to external changes [29].

As well as in the development and structures of study and development and a more intensive relationship with organizations in the same industry and show rapid interaction and understanding of the need to adopt codes of conduct that will allow the possibility of integration with this competitive economic environment and because an inadequate response to changes in the business environment will unequivocally aggravate the situation, especially in the case of an unfavorable external environment [30].

The strategic response has become one of the main concerns of many business organizations to maintain their relative stability and survival in light of the rapid changes in the highly competitive business environment, and to reduce work problems and provide a stable work environment from their material capabilities, business and activities to achieve the maximum benefit from them that enable them to remain in their field of business [31].

The environmental business response is critical for every "organization" and an imperative necessity as organizations use it to implement and formulate their own strategies that help them keep pace with changes in the environment and at the same time measure the ability of current organizations to address the strategic situations they face "and how to use their resources" and organize their operations quickly and smoothly commensurate with those changes taking into account the "internal situation" and external conditions, it serves as a "tactical solution to opportunities" and strategic challenges

and control all problems "arising from the environment." Dynamic and Turbulent Business" [32].

3. Field Aspect

3.1 Description and diagnosis of the strategic renewal variable

The description and diagnosis of the strategic renewal variable includes the description and diagnosis of the paragraphs and dimensions of this variable in detail, and then the description and diagnosis of the variable in general, as follows:

At the level of the strategic renewal variable, it was found that the exploratory dimension of strategic renewal is the most acceptable to the study sample. towards this dimension, and the level of response reached within a high rank, and thus ranked first after and then followed by a sequence according to the arithmetic mean after the renewal of strategic investment, as the arithmetic mean reached (3.96) and the amount of dispersion (standard deviation) (0.749), which indicates that the dispersion in the answers was low, which is reflected in the statement of harmony with the views of the study sample members on the availability and availability of strategic investment renewal in the application environment. The level of response was high. Strategic renewal at the level of (0.784) and within a high level of agreement on the variable, and this indicates a good availability of the strategic renewal variable among managers and employees in the banks of the study sample. Availability of these dimensions graphically (1).

Table 1. Arithmetic averages, standard deviations, degree of response and ordinal significance of key dimensions of the strategic innovation variable (n = 124)

| Dimension | Mean | S.D | % | Answer Level | Ordinal Importance |
|--|------|-------|------|--------------|--------------------|
| Exploratory strategic renewal | 3.99 | 0.820 | 0.80 | High | The first |
| Strategic Investment Renewal | 3.96 | 0.749 | 0.79 | High | Second |
| General rate of strategic renewal variable | 3.97 | .784 | 0.79 | High | - |

Source: SPSS V 25 output

3.2 Strategic Response Variable

At the level of the strategic response variable, it was found that the resource liquidity dimension is the most agreeable to the study sample members. This dimension reached the level of response within a high rank, and thus ranked first after and then followed in sequence by the arithmetic mean after the business response to the environment, as the arithmetic mean reached (3.94) and the amount of dispersion (standard deviation) reached (0.741), which indicates that the dispersion in the answers was low, which is reflected in the statement of the existence of harmony with the views of the study sample members about the business response to the environment in the application environment, and the level of response was high, and then followed sequentially according to the arithmetic mean after the proactivity of the work for the environment, where the arithmetic mean reached (3.92) and the amount of dispersion (standard deviation) is (0.756), and this shows that the dispersion in the answers was low, which is reflected in the statement of the existence of harmony with the views of the study sample members about the business proactivity of the environment in the application environment, and the level of response was high, and then followed sequentially, according to the arithmetic mean after the maturity of the business process, where the arithmetic mean reached (3.91) and the amount of dispersion (standard deviation) (0.735), which indicates that the dispersion in the answers was low, which is reflected in the statement that there was harmony with the views of the study sample on the proactive actions of the environment in the application environment, and the level of response was high. (2)

Table 2. Arithmetic averages, standard deviations, degree of response, and ordinal significance of key dimensions of the strategic response variable (n = 124)

| Dimension | Mean | S. D. | % | Answer Level | Ordinal Importance |
|---|------|-------|------|--------------|--------------------|
| Maturity of business processes | 3.91 | 0.735 | 0.78 | High | Fourth |
| Resource liquidity | 3.95 | 0.764 | 0.79 | High | The first |
| Business Response to the Environment | 3.94 | 0.741 | 0.79 | High | Second |
| Proactive actions for the environment | 3.92 | 0.756 | 0.78 | High | Third |
| General rate of the strategic response variable | 3.93 | .749 | 0.78 | Top | - |

Source: SPSS V.25 Output

3.3 Diagnosing the Organizational Intelligence Variable

At the level of the organizational brilliance variable, it was found that the dimension of brilliance in service and innovation is the most agreed dimension among the members of the study sample. Towards this dimension, and the level of answer that it reached within a high rank, and thus ranked first after the brilliance of service and innovation, and then followed in sequence according to the arithmetic mean after the brilliance of knowledge, as well as the arithmetic mean and reached (4.03) and the amount of dispersion (standard deviation) (0.765), and it appears that the dispersion in the answers was low, which is reflected in the statement of consistency with the views of the members of the study sample about their availability in the application environment and the level of response was high. A good year about the availability of this dimension within the application environment and within the test period and with a high level of responsiveness. (3)

Table 3. Arithmetic averages, standard deviations, degree of response and ordinal significance of key dimensions of the organizational brilliance variable (n = 124)

| Dimension | Mean | S.D | % | Answer Level | Ordinal Importance |
|--|------|-------|------|--------------|--------------------|
| Driving brilliance | 3.96 | 0.739 | 0.79 | High | Third |
| Brilliance of service and innovation | 4.16 | 0.740 | 0.83 | High | The first |
| The brilliance of knowledge | 4.03 | 0.765 | 0.81 | High | Second |
| General rate of the regulatory fluorescence variable | 4.05 | 0.748 | 0.81 | High | - |

Source: SPSS V.25 Output

3.4 Testing hypotheses

H1: The content of the correlational hypothesis indicates (the existence of a statistically significant direct correlation between strategic renewal and the strategic response variable). Table (4) shows the values of the correlation matrix between the independent variable and the intermediate variable, as well as the dimensions of the independent variable in the intermediate variable. It turned out that a high level was achieved. From the correlation between the strategic renewal variable and the strategic response variable.

Table 4. Matrix of correlation coefficients between the dimensions of strategic renewal and strategic response

| | Exploratory Strategic Renewal | Renewal Investment Strategy | Strategic Renewal | Strategic Response |
|---|-------------------------------|-----------------------------|-------------------|--------------------|
| Exploratory Strategic Renewal | 1 | .676** | .926** | .517** |
| Renewal Investment Strategy | .676** | 1 | .904** | .619** |
| Strategic Renewal | .926** | .904** | 1 | .617** |
| Strategic Response | .517** | .619** | .617** | 1 |
| **. The correlation is important at the level of 0.01 (two-tailed). | | | | |

H2: The content of the correlational hypothesis indicates (the existence of a statistically significant direct correlation between the strategic response and the organizational brilliance variable). Table (5) shows the values of the correlation matrix between the median variable and the dependent variable, as well as the dimensions of the intermediate variable in the dependent variable. It was found that a high level of correlation was achieved between the strategic response variable and the organizational intelligence variable.

Table 5. Matrix of correlation coefficients between strategic response and its dimensions and organizational intelligence

| | Maturity of business processes | Resource liquidity | Business Response to Environment | Proactive actions for environment | Strategic Response | Organizational brilliance |
|---|--------------------------------|--------------------|----------------------------------|-----------------------------------|--------------------|---------------------------|
| Maturity of business processes | 1 | .674** | .408** | .530** | .768** | .483** |
| Resource liquidity | .674** | 1 | .695** | .717** | .916** | .692** |
| Business Response to the Environment | .408** | .695** | 1 | .610** | .817** | .569** |
| Proactive actions for the environment | .530** | .717** | .610** | 1 | .855** | .657** |
| Strategic Response | .768** | .916** | .817** | .855** | 1 | .716** |
| Organizational brilliance | .483** | .692** | .569** | .657** | .716** | 1 |
| **. Correlation is important at 0.01 (two-tailed)). | | | | | | |

H3: The content of the correlational hypothesis indicates (the existence of a statistically significant direct correlation between strategic renewal and the organizational brilliance variable). Table (6) shows the values of the correlation matrix between the independent variable and the dependent variable, as well as the dimensions of the independent variable in the dependent variable. It was found that a high level of correlation was achieved between the strategic renewal variable and the organizational intelligence variable.

Table 6. Matrix of correlation coefficients between strategic renewal in its dimensions and the variable of organizational brilliance

| | Exploratory Strategic Renewal | Strategic renewal of investment | Strategic Renewal | Organizational brilliance |
|---|-------------------------------|---------------------------------|-------------------|---------------------------|
| Exploratory Strategic Renewal | 1 | .676** | .926** | .671** |
| Strategic renewal of investment | .676** | 1 | .904** | .703** |
| Strategic Renewal | .926** | .904** | 1 | .749** |
| Organizational brilliance | .671** | .703** | .749** | 1 |
| **. Correlation is important at 0.01 (two-tailed)). | | | | |

H4: Second. Second main hypothesis: The content of the hypothesis indicates (there is a statistically significant direct effect relationship between the strategic renewal variable and the organizational brilliance variable), i.e. determining the extent to which strategic innovation is used to bring about changes in the organizational brilliance variable. This is done through indicators that include the standard beta value and the explanatory and significant ability related to the test, as well as the importance of verifying the conformity of the tested model. It is illustrated by the structural model (3) to test the effect of the independent variable, and the strategic renewal in the dependent variable, Organizational intelligence, a significant level of influence characterized by statistical significance, and that the criteria for model matching were within the statistical acceptance area, where they were achieved (RMR = 0.017).) which is less than its acceptable range of (0.08)

A structural model to test the impact of strategic renewal on organizational brilliance.

Table 7. Estimates of the impact model between the strategic renewal variable and the organizational brilliance variable

| Variable and dimension | path | Variables | Standard beta values | Non-standard beta values | Measurement error | Critical ratio | ethical |
|--------------------------------------|------|---------------------------|----------------------|--------------------------|-------------------|----------------|---------|
| Organizational brilliance | ---> | Strategic Renewal | .749 | .666 | .053 | 12.541 | *** |
| Exploratory Strategic Renewal | ---> | Strategic Renewal | .926 | 1.074 | .039 | 27.219 | *** |
| Strategic renewal of investment | ---> | Strategic Renewal | .904 | .926 | .039 | 23.446 | *** |
| The brilliance of knowledge | ---> | Organizational brilliance | .839 | .968 | .057 | 17.114 | *** |
| Driving brilliance | ---> | Organizational brilliance | .893 | 1.012 | .046 | 22.066 | *** |
| Brilliance of service and innovation | ---> | Organizational brilliance | .897 | 1.020 | .045 | 22.480 | *** |

Source: Prepared by the researcher based on the outputs of AMOS V23

Third. The third main hypothesis:

The content of the hypothesis indicates (there is a significant direct effect relationship between the strategic response variable and the organizational intelligence variable), i.e. determining the extent to which the strategic response is used to bring about changes in the organizational intelligence variable. The importance of checking the conformity of the tested model.

A structural model to test the impact of subsequent strategic response on organizational brilliance.

H4: It is also clear from the test values table that there is a direct and significant effect between strategic renewal and organizational intelligence, and with the presence of the strategic response variable, its value was (B = 0.50, P<.01), which is a significant effect, as the critical ratio of the test reached (7.491), as shown in Figure () and Table (9) The presence of indirect influence within the test model, and it also shows that there is an ability to the strategic response variable to transfer the impact from the independent variable strategic renewal to the organizational brilliance variable, and to the extent of the impact of (Indirect effect B=0.25, P<.01).

Table 8. Affects the Pathways and Criteria for Validating the Importance of the Fourth Main Hypothesis

| Variables | Path | Variables | Standard Rowe | Estimate | THE AVENUE | Commercial Registration | AM |
|---------------------------|------|--------------------|---------------|----------|------------|-------------------------|-----|
| Strategic Response | ---> | Strategic Renewal | .617 | .544 | .063 | 8.685 | *** |
| Organizational brilliance | ---> | Strategic Renewal | .496 | .441 | .059 | 7.491 | *** |
| Organizational brilliance | ---> | Strategic Response | .410 | .413 | .067 | 6.191 | *** |

The source is prepared by the researcher based on the results of AMOS V23

Table 9. Direct and indirect effect values and total effect of the fourth main hypothesis test

| Relationship between variables | Direct impact | Indirect effect | R2 |
|--|---------------|-----------------|------|
| Organizational brilliance ---> strategic renewal | 0.496 | - | 0.67 |
| Organizational brilliance ---> strategic response ----> strategic innovation | - | 0.253 | |

4. Conclusions and Recommendations

4.1 Conclusions

This topic presents the results of the study derived from the statistical description process and hypothesis testing, which are as follows:

1. The results of the study showed that the members of the study sample (bank managers) and employees have a good level of exploratory strategic renewal, and this indicates that there is a strong motivation and desire among the management of banks and employees towards research and investment. In the new opportunities in the local markets by continuously exploiting new information and monitoring new ideas and developments related to banking, and high interest in interacting with all stakeholders in order to obtain information to maintain market share and attract new numbers of customers.
2. The results of the study concluded that the individuals in the study sample have a good level of strategic investment renewal, that is, bank managers and employees have good capabilities in refining and developing current services, and this contributes to providing the best level of banking services. Services and provide adequate offers to meet the needs and desires of customers. This can be justified by the fact that the managers and employees of the banks in the study sample have sufficient experience, knowledge and capabilities that they have acquired during the development of their career path.
3. The results of the study showed that the members of the study sample have a good level of maturity of business operations, that is, they have a high ability to diversify skills and specialization in each job, which contributes to increasing their ability to choose the best available opportunities. in the environment. This is because the banking environment and the nature of banking represent fertile ground for acquiring skills, knowledge, the ability to accurately diagnose, and inner feeling and intuition regarding the evaluation and judging of opportunities in the external environment.

4.2 Recommendations

1. The banks of the study sample pay great attention to the exploratory and exploitative strategic renewal of bank managers and enhance their knowledge stock by urging them to continuously follow up on commercial magazines and publications and to be keen to browse the Internet daily and continuously and to participate in conferences and seminars related to banking to obtain new ideas that serve their work, and involve them in training courses in this field inside and outside the country.
2. The need for the study sample banks to study and deepen the contents of the strategic renewal among their managers and employees, because of their contribution to enhancing the ability of the study sample banks to reach advanced levels in the way of exploring the new. Opportunities and response to changes occurring in the external environment.
3. The need for the banks of the study sample to adopt an effective method of strategic renewal, as this strategy works to exploit and invest the available opportunities and avoid potential threats by including the strategic renewal process in strategic discussions and conversations and considering it a strategic process. The issue that is the main concern of managers.

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