



Sustainable Strategic Planning and Its Role in Achieving Strategic Success: An Analytical Study of the Opinions of a Sample of Employees of the General Company for Petrochemical Industries

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Abstract. The aim of this study is to identify the impact of sustainable strategic planning as an independent variable through its dimensions (stakeholders, vision, values, and mission, goal setting, current situation analysis, implementation, and review) on achieving strategic success as a dependent variable through its dimensions (adaptation, survival, and growth). The practical use of the research was for the employees of the General Company for Petrochemical Industries. The main research question was to determine the role of sustainable strategic planning in attaining strategic success. To answer this, the main research question and a set of sub-questions were formulated to achieve the research objectives. To determine the dimensions of the research variables and formulate hypotheses, the researcher relied on a variety of studies and scientific sources. For the work field the researcher used the descriptive-analytical method to describe the research variables and analyze the hypotheses, by using the Statistical Package for the Social Sciences (SPSS) version 27 and SMART version 4 for structural equation modeling using the least squares method. The research sample was taken by using simple random sampling method. The research community was (130) of the employees of the General Company for Petrochemical Industries, (108) questionnaires were distributed, and (104) questionnaires were retrieved. Of them were valid for statistical analysis, which constituted the research sample; the response rate was (92%). The research reached a number of conclusions, the most important of which is the existence of a high level of awareness among the employees of the General Company for Petrochemical Industries of the importance of sustainability. But here were some technical issues with its real-world application.

Keywords: Strategic success, Sustainable strategic planning, Employees of general company for petrochemical industries.

1. Introduction

Sustainable strategic planning is the foundation for modern institutions to ensure their survival in a complex business environment. (Hitt et al, 2023:45) This planning does not stop at achieving the financial profits, but extends to include the environmental and social dimensions, thus enhancing the General Petrochemical Industries Company's ability to adapt to the current global challenges with a long-term vision that aims to build a more distinguished and stable future for generations to come.

Hence, the importance of this planning is that it plays a central role in achieving strategic success. It is a factor in the direction of material and human resources to higher goals with a high degree of efficiency. Consistent with this philosophy, the company seeks to improve its competitiveness in the marketplace by designing an integrated work system that combines technological innovation with ethical responsibility, which will positively influence all the company's performance indicators (Wheelen & Hunger, 2024:112).

The research is conducted by analyzing the opinions of a sample of employees at the General Company for Petrochemical Industries to understand their awareness of sustainability ideas and their impact on work processes. The real engine of any strategic plan is human resources, and from the analysis of their perspectives, it is possible to identify the strengths and opportunities for translating theoretical visions into

tangible and realistic practices that accelerate production to the desired competitive advantage (Grant, 2022:89).

To summarize, sustainable planning and implementation mechanisms are pre-requisites for financial and operational sustainability. Employee surveys will provide a road map for the company's decision-makers to help them create future policies based on a fine balance between current needs and strategic aspirations, thus ensuring leadership in the petrochemical sector. (Kaplan & Norton, 2021:210) It was divided into four sections in an effort to achieve the research objectives and answer its questions.

The first section contains the research's scientific methodology, the second section contains the research's theoretical framework, the third section covers the practical aspect of the study, and the fourth section contains the most important conclusions and recommendations reached by the research.

1.1 Methodology of Scientific Research

The Research Problem

The epistemological problem is the existence of a conceptual gap on how to incorporate sustainability dimensions in traditional planning processes. The notion of success is not limited to immediate profitability. The long-term vision's interaction with the environment and social conditions has a philosophical complexity that requires a precise theoretical framework to understand the paths of continuous competitive differentiation (Wheelen & Hunger, 2023:45).

On a practical level the General Company for Petrochemical Industries operates in a highly sensitive environmental environment making the adoption of sustainable planning a necessity not a luxury. The problem is the extent to which the staff can convert the strategic key objectives into real practices that reflect performance efficiency and attain the desired success (Kaplan & Norton, 2022:112).

The challenge in the field is to assess employees' comprehension of the importance of connecting available resources with sustainability targets. The lack of coordination among management levels complicates the implementation process. This gap impedes the realization of the overall strategic success and makes the process of planning into theoretical models without the spirit of flexible and evolving implementation (Dess & Eisner, 2021: 89).

So, the question is summarized in the following main question:(How can sustainable strategic planning be a tool for achieving strategic success under the current circumstances of the General Company for Petrochemical Industries? Based on the research problem stated, the researcher tries to answer the following questions:

What is the degree of availability of the dimensions of strategic planning in the work of the organization under study?

- Is there an interest of the employees of the General Company for Petrochemical Industries in sustainable strategic performance?
- What is the extent of applying the sustainable strategic planning in the General Company for Petrochemical Industries to reach the long-term dimension?

1.2 Importance of the Research

The epistemological significance of this study is expressed in the following:

The value of this research lies in the establishment of modern ideas concerning the subject of (sustainable strategic planning). This concept combines the efficiency of traditional planning with the dimensions of sustainability (economic, environmental and social) , thus adding to the Arab management thought terminology that is abreast of global trends.

The current study provides a methodology to understand the reciprocal philosophical relationship between the study variables by providing a cognitive framework that explains the dialectical relationship between sustainable planning as a process and strategic success as an objective. This helps to clear up conceptual ambiguity on how to turn sustainability from a mere (ethical responsibility) into a (competitive advantage) and tangible success.

The importance of this study comes from the gap of knowledge in the industrial sector, using it in the General Company for Petrochemical Industries, an important sector environmentally sensitive. It provides an analytical approach to the implementation of planning within the framework of complex environmental issues and fills a gap in Arab studies that link sustainability with heavy industries.

This study contributes to the development of an integrated analytical model by providing a theoretical framework correlating the study variables (sustainable planning and strategic success) in a manner that other researchers can rely on and extend in other economic

sectors, thus increasing the corpus of knowledge in the area of strategic management.

The study provides standardized tools (approved questionnaire) that are able to measure the awareness of employees of concepts of sustainability which is an addition to the scientific methodology in diagnosing the administrative reality of government institutions.

The practical importance of this research is as follows:

The research helps the company's decision makers to understand how to develop strategies in line with global environmental standards and to thus achieve their long-term strategic success.

The value of this study is to demonstrate the need to reduce emissions and increase resource efficiency in petrochemical operations, which positively affects the company's reputation and competitive position.

The study serves as a reference in measuring the level of understanding of the concept of sustainability among employees, which in turn helps management to adopt training programs that enhance the role of human resources in achieving the strategic objectives.

The results achieved on the basis of the feedback from the employees represent a realistic basis for the company to meet the economic challenges and the volatility of the energy market with innovative strategic solutions.

1.3 Objectives of the Research

This research is one of the few studies that has addressed problems related to the feasibility of implementing sustainable strategic planning to achieve strategic success within the company:

- To highlight the concepts of sustainable strategic planning and to determine the extent to which the General Company for Petrochemical Industries applies these ideas in its long-term vision.
- To assess the employees' level of awareness of the dimensions of sustainable planning, that is, stakeholders, vision, values and mission, goal setting, current situation analysis, implementation and review, and the translation of these into practical procedures in the company.
- To measure the level of strategic success achieved from the perspective of the target sample using indicators such as leadership, market share and job satisfaction.

- To examine the nature of the relationship between sustainable strategic planning practices and improving the company's strategic success opportunities given the current challenges.
- To demonstrate the role of sustainable planning in reducing environmental impact and how this can contribute to building a positive corporate reputation which in turn leads to competitive excellence.
- To give a set of scientific and practical recommendations to the company decision-makers for the improvement of sustainable planning mechanisms, ensuring further success and development.

1.4 Hypotheses of the Research

The main research hypothesis and its sub-hypotheses were formulated, based on the theoretical framework presented, so as to respond to the research questions and to accomplish its objectives:

Major hypothesis: There is an impact relationship that has a significant positive correlation between the sustainable strategic planning and its dimensions (stakeholders, vision, values and mission, goal setting, reality analysis, implementation and review) and strategic success in its dimensions (adaptation, survival and growth) at the level of the General Company for Petrochemical Industries in general.

Sub-hypotheses

There is a significant positive correlation between the stakeholder dimension and the strategic success and its dimensions (adaptation, survival and growth) at the general level of the General Company for Petrochemical Industries.

There is a statistically significant positive relationship between the vision, values, and mission dimension and strategic success and its dimensions (adaptation, survival, and growth) at the overall level of the General Company for Petrochemical Industries.

There is a positive and significant correlation between goal setting and strategic success and its dimensions (adaptation, survival and growth) (at the overall level of the General Company for Petrochemical Industries).

There is a statistically significant positive correlation between the reality analysis dimension and strategic success and its dimensions (adaptation, survival and growth) at the overall level of the General Company for Petrochemical Industries.

There is a significant correlation A positive correlation between the implementation and review dimensions of strategic success and its sub-dimensions (adaptation, survival and growth) at the overall level of the General Company for Petrochemical Industries.

1.5 The Hypothetical Research Programme

Based on a set of studies related to the research variables (sustainable strategic planning and strategic success), such as the study of Simpson (2001) on the independent variable, and the study of Ibrahim (2024)

on the dependent variable, the researcher has developed a hypothetical scheme that shows the nature of the relationship between the research variables, as shown in Figure (1). This scheme indicates that the independent variable is the strategic planning variable. This variable will be measured by 5 dimensions, namely stakeholders, vision, values and mission, goal setting, current situation analysis, and implementation and review. In the meantime, the strategic success variable is the dependent variable, to be measured through three dimensions (adaptation, survival and growth).

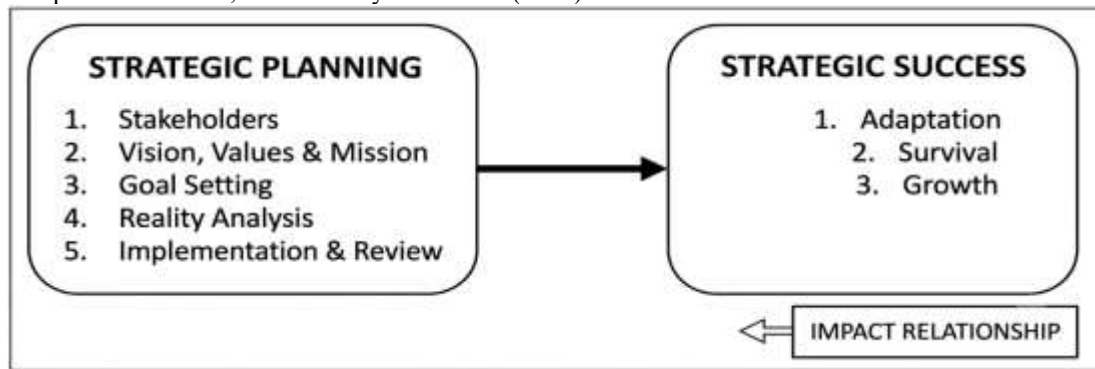


Figure (1): Schematic research diagram
Prepared by the Researcher

1.6 Coding the Variables and Dimensions of the Research

To measure the response of the research sample and to measure the research variables, the research questionnaire was designed according to a five-point Likert scale with a range of (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). These scales are represented as below in table (1):

Table (1): Variable coding and dimensions of the research

The variable	variable symbol	Dimension	Dimension symbol	Paragraph code	Number of paragraphs	Measurements
Sustainable strategic planning	SP	Stakeholders	SD	SD ₁ -SD ₄	4	Simpson,2001
		Vision, Values, and Mission	VM	VM ₁ -VM ₅	5	
		Goal Setting	GS	GS ₁ -GS ₄	4	
		Reality Analysis	SA	SA ₁ -SA ₅	5	
		Implementation and Review	IR	IR ₁ -IR ₄	4	
Strategic success	SU	Adaptation	DP	DP ₁ -DP ₆	6	Ibrahim,2024
		Survival	SL	SL ₁ -SL ₆	6	
		Growth	GW	GW ₁ -GW ₆	6	

Source: Developed by researcher

1.7 Methodology

The research methodology was analytical study based on a sample of employees of the General Company for Petrochemical Industries. The researcher who applied this methodology aimed to determine the nature of the relationship between the current research variables (sustainable strategic planning and strategic success) to answer the research questions and achieve its objectives.

Population and Research Sample

The research population was (130) employees of the General Company for Petrochemical Industries. According to Krejcie & Morgan (1970) a population of this size requires (97) responses to represent it. Hence, the researcher distributed (108) questionnaires randomly and (104) were returned. Two questionnaires were invalid and 99 questionnaires were valid for statistical analysis, constituting the research sample. The response rate was 92%.

Statistical Methods of Analysis

The researcher used statistical methods available in the statistical software programs SPSS version 27 and SMART version 4. In an effort to confirm construct validity and examine the main and sub hypotheses, confirmatory factor analysis was performed. Descriptive statistics were also performed (normal distribution, arithmetical mean, standard deviation, variance and ordinal significance). Data were collected using the questionnaire that was designed to cover all research variables.

2. The Theoretical Framework of the Research

2.1 The Concept of Sustainable Strategic Planning

Sustainable strategic planning refers to an organization's diligent efforts to ensure the continued effectiveness of its decisions over the long term. At first glance, the reader might perceive sustainability in strategic planning as a fantasy or ideal, given its dynamic nature. The reference here is to sustainable strategic planning, as it is an approach that necessitates developing alignment among a wide range of stakeholders for future decisions and plans. It examines the ideological, social, cultural, and political nature of the system (Simpson, 2001:18).

Garner & Edward (2008:68) explain that the first formal recognition of the concept of sustainable strategic planning and its inclusion in the business administration lexicon was in 1992. It gained wider attention in 1996. Most literature has focused on sustainability in strategic planning through sustainable development across its three dimensions: environmental, social, and economic. Due to increasing environmental complexities and the desire of organizations to achieve stability and continuous improvement in the quality of their decisions, they have begun to seek sustainability in their strategic plans to develop a competitive advantage by maximizing opportunities in their external environment and minimizing conflicts with their surroundings to ensure the continuity of their activities.

Bery (2014:11) agrees with this concept, assuming that organizations strive for strategic planning. Sustainable strategic planning aims to achieve a successful and efficient alignment between the organization and its operating environment.

Emerald (2017:26) defines sustainable strategic planning as the process of formulating strategies that enable the company to achieve distinct and unique goals through the efficient and logical use of the organization's resources and capabilities, while also incorporating social responsibility into the planning process.

Similarly, Druker (2003) describes strategic planning as an ongoing organizational process for addressing external opportunities and threats, and counterbalancing them with internal strengths and weaknesses, with the goal of fulfilling the organization's mission and achieving its objectives.

Table (2) below presents a set of concepts related to sustainable strategic planning, according to various authors and researchers:

Table (2): A set of definitions related to the variable of sustainable strategic planning

No.	Source	The Concept
	Garner & Edward, 2008:68	Providing a sound framework that enables organizations, through their organizational structure and by leveraging and strengthening their relationships with primary and secondary stakeholders, to cultivate a global perspective.
	Landrm & Edwards, 2009:23	A structured, participatory process that allows organizations to self-assess their performance and formulate continuous improvement strategies.
	Brito et al., 2018:4	Adopting all policies and procedures through harmonized processes to achieve sustainability in present and future plans, with a focus on providing equal opportunities for all members of society to achieve social justice and well-being.

Source: Developed by researcher

3. Dimensions of Sustainable Strategic Planning

Simpson (2001) outlines five dimensions of sustainable strategic planning: stakeholders, vision, values, mission, goal setting, current situation analysis, and implementation and review. This section will present the dimensions of sustainable strategic planning:

Stakeholders

Here, stakeholders include governmental and civil society organizations relevant to the industry, directly involved individuals such as suppliers and vendors, regulatory bodies such as the Ministry of Industry and Minerals and market participants, as well as secondary stakeholders such as external stakeholders and international organizations. Stakeholders may have financial or non-financial interests (Griffiths, 2004:11).

Lee et al. (2017:1) emphasize the importance of considering international stakeholders. Similarly, preventing conflicts of interest within and outside the company contributes to the sustainability of strategic plans. Stakeholder participation fosters teamwork and encourages innovation, ultimately leading to higher-value outputs for beneficiaries.

3.1 Vision, Values, and Mission

Vision is defined as a concise statement that provides a comprehensive understanding of the organization and its future aspirations. It is crucial for expressing the organization's strategy (Daft, 2023:4).

Mission, on the other hand, outlines the company's philosophy and defines its most important objectives. In other words, the mission clarifies the foundation upon which the company was formed, the nature of its work, and its ultimate goals. The mission must specify the company's main tasks and identify its primary beneficiaries. Within this framework, the mission should be clear and comprehensive, particularly concerning the industrial sector. A company's mission requires high acceptance and belief from its members (Arabshania, 2013:14). The organization is responsible for developing its strategic plans and values to encourage employees to develop a sense of belonging and to strengthen the organization's position within its community. Values connect the individual's destiny to the organization and enable the organization to operate effectively in complex societies, taking into account customs and traditions. (Williams, 2023:1)

3.2 Goal Setting

A goal is the ultimate and desired outcome that any organization aspires to. It helps organizations determine the paths they will take to achieve those goals, as setting goals represents a commitment that organizations make to themselves. Strategies must be followed to achieve these goals, taking into account the need to avoid overburdening human resources in order to prevent obstacles that could hinder the achievement of organizational objectives (Petcu, 2014:73).

At the same time, strategic goals must possess several characteristics: they must be specific, always aiming to achieve positive aspirations (a goal cannot be negative), emphasizing their feasibility in reality, and finally, specifying timeframes for each goal. It is worth noting the significant role that leadership plays in creating the conditions necessary for the successful achievement of organizational goals (Hirt, 2016:4).

3.3 Analyzing the Current Situation

Analysis is the cornerstone of strategic planning, as it aims to accurately understand the internal and external environment of the organization. This analysis includes identifying strengths. To strengthen it, identify weaknesses to address them, seize available opportunities, and confront potential threats, an accurate diagnosis of the current situation helps leaders formulate a realistic and actionable vision for the future. It also contributes to reducing risks by providing a comprehensive picture of available resources and capabilities. Without this analysis, planning becomes mere speculation unrelated to the organization's actual capabilities, making it vulnerable to failure during implementation. Therefore, data collection and analysis represent the bridge that connects the current situation to ambitious goals (Wheelen et al., 2017:124).

Karani (2017:35) explains site analysis and describes it as the company's procedures for a comprehensive and realistic analysis of all its activities, relying on SWOT analysis, which is one of the most important tools for revealing strengths, weaknesses, opportunities, and threats in both the internal and external environments.

From the perspective of Arabshania et al. (2013:28), which must be continuously reviewed due to the dynamic nature of changes occurring in the environment. External.

3.4 Implementation and Review

After each strategic planning process and the selection of the optimal strategy from among several strategic options, comes the most difficult stage of all the strategic planning processes: implementation. This stage requires galvanizing efforts, mobilizing individuals, and preparing all available resources to ensure sound implementation and avoid all causes of strategic plan failure (Barber, 2016:11).

The review stage is of paramount importance. It allows for determining the extent to which the objectives set in the plan have been achieved and implemented, as well as providing continuous feedback, diagnosing shortcomings in the implementation process, and learning from them. For treatments, whether immediate or changes to the established strategic plans. It is a mistake to believe that strategic planning is merely implementation; a comprehensive review and evaluation process of all stages of the strategic plan is necessary (Daft, 2023:5).

3.5 The Concept of Strategic Success

The concept of strategic success focuses on the conclusions reached through theoretical assumptions and linking these results to the intellectual and practical reality of researchers and writers. This involves examining the external and internal environments in which organizations operate from multiple perspectives, attempting to integrate them with the reality they live in. These tools have formed criteria that are appropriate to the circumstances (Hlehel, 2022:79). Success is considered a primary goal that organizations strive to achieve to ensure their sustainability within a turbulent business environment. Organizations seek diverse means and methods to achieve this success, which helps employees develop the capabilities necessary for strategic success (Abbas & Chasi, 2021). On the other hand, the concept of strategic success can be considered a distinct intellectual product, establishing new metrics for measuring success and ensuring organizations are more aligned with their internal and external environments, including growth and adaptation. It also represents an organization's ability to adapt, survive, and grow in pursuit of its objectives (Ahmad, 2020: 4249).

Ibrahim (2024: 42) views strategic success as "the successful leadership of an organization's strategy, which focuses directly on enhancing its intellectual capital to maximize its true wealth." By focusing on the relationship between the organization and all its stakeholders, it represents "an organization's ability to create added value for its operations, thus contributing to enhancing value for stakeholders who influence and are influenced by it."

Furthermore, Ahmed (2020: 1186) describes the idea of strategic success as based on two fundamental principles: the tendency to integrate multiple approaches to measuring organizational effectiveness, such as the internal processes approach, the objectives approach, or the systems approach, which provides a comprehensive picture of the organization, and the collection of success indicators in light of achieving the organization's objectives and optimizing resource utilization. (179: 2020, Mahdi et al.) state that strategic success lies in an organization's ability to fulfill its obligations to its service and product beneficiaries, its focus on human resources to ensure adaptation to environmental changes, and its ability to remain competitive, leading to growth and ultimately differentiation from rival organizations.

Similarly, Abdul Nafi (2019: 6) explained that an organization's success depends largely on its investment in intellectual capabilities through learning, transferring, and implementing new knowledge. Table (3) below presents a set of concepts related to strategic success according to some writers and researchers:

Table (3): A Set of Definitions of Strategic Success

No.	Source	The Concept
	(Johnson & Eggers, 2018:4)	The success of strategic formulation, implementation, and follow-up
	(Muller & Turner, 2020:438)	is the organization's successful execution of its strategic plan. Strategic planning is considered the foundation of strategic success.
	(Thomas, 2023:6)	This is achieved through successful leadership and management that understands the organization's goals, anticipates developments in the business environment, and addresses reality with a long-term perspective, focusing on critical success factors for competitiveness. This, in turn, adds value for the customer and all stakeholders.

Source: Developed by researcher based on the literature contained therein

3.6 Dimensions of Strategic Success

The study by Ibrahim (2024) was used to measure strategic success. Strategic success is measured based on three dimensions: adaptation, survival, and growth. These dimensions are explained below:

3.7 Adaptation

Tayauova (2022: 573) defines adaptation as changes in an organization's behavior to align with its operating environment.

Ginevra (2018: 23) views adaptation as the tendency toward flexibility and the ability to make professional transformations involving several factors such as a proactive personality, cognitive abilities, and future orientation. It also represents the organization's ability to anticipate internal and external problems and conditions, find appropriate solutions to address, contain, and control them as much as possible, so that these organizations remain productive and competitive. In the same vein, Oztemel and Yildiz-Akyol (2019:8) explain that adaptation, in addition to being a psychological and social construct, encompasses the readiness of employees for current and potential professional development, personal traumas, and work-related changes, as well as the resources they possess and the mechanisms for managing them.

3.8 Survival

Survival is defined as an organization's ability to continue its operations by addressing challenges, mitigating the impact of threats, and regularly evaluating its performance to avoid any shortcomings. Furthermore, the question of survival is not governed by the laws of reform and force, but rather by governmental and political decisions. The establishment and dissolution of public organizations are within the purview of the state and fall under its responsibilities, as dictated by necessity and the public interest. (Abu Zaid, 2018:644)

Numerous studies have empirically investigated the factors influencing an organization's likelihood of survival in the market. For example, at the organizational level, size and age have been identified as key determinants of survival. At the industry level, demand characteristics such as market size, growth rates, life cycle, and technological characteristics are significant determinants of survival (Cefis, 2023:2).

Survival in the competitive arena is the primary objective of all organizations, regardless of their type. This requires them to consider the interests of all stakeholders involved in organizing investors, suppliers, customers, and employees. To achieve these interests (Mahdi et al., 2020:180).

3.9 Growth

Abbas and Chasi (2021:9) explain that growth represents the foundation that demonstrates an organization's intention to increase its partial value and achieve modest growth through continuous attention and resource allocation to enhance organizational growth strategies. Furthermore, organizations consistently aim to achieve above-average sales, market share, and volume, as well as contribute above-average to market performance. For the organization, the simultaneous implementation of growth- and profit-supporting strategies increases its overall value.

Halaj (2021: 521-522) considers growth a fundamental and natural phenomenon. It is a crucial, desirable, and complex process that empowers individuals to seize opportunities and provides the incentives and capabilities to confront challenges and threats. Organizational growth refers to changes in its size, measured by the number of employees.

Abbas & Abdul Karim (2021: 235) define growth as the process of expanding an organization's operational or geographical scope through the increase in its administrative and operational systems and internal resources required for its business activities. This indicates the organization's adaptation to customer demands and, consequently, its potential for achieving strategic success.

4. The Practical and Applied Framework of the Research

This section will evaluate the reliability and validity of the research measures based upon a set of criteria for assessing the measurement model. It shall also display the descriptive statistics of the research. Then, the main and sub-hypotheses of the study will be tested using a structural model of the research variables (sustainable strategic planning and strategic success). For statistical analysis, SPSS v.27 and SmartPLS v.4 will be used to arrive at the research results.

4.1. Reliability and Validity of the Instruments of the Research

The process of ensuring the quality of the research measures is evaluated through what is known as the validity and reliability test. Reliability test indicates the ability of the measure to produce similar results if the researcher repeats the test and it describes the consistency of the measure. The validity test shows the accuracy of the scale in what it should measure. The researcher used the assessment of the quality of the research scales based on the criteria of least squares modeling (SEM-PLS) (Hair et al., 2017:165). The criteria for evaluating the scale model are presented in Table (4) to verify the validity and reliability of the research scales.

Table (4): Criteria for judging scale model

Measurement aspects	Acceptable Criteria and Limits
Internal Consistency Reliability	Composite Reliability ≥ 0.60
Indicator Reliability	Cronbach's Alpha ≥ 0.70
Convergent Validity	Outer Loading $\geq 0.70^*$
	Mean Extracted Variance (AVE) ≥ 0.50

*Hair, J., Hult, T., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Los Angeles: Sage.

Measurement Model Test of the Independent Variable: Sustainable Strategic Planning (SP)

The results of the evaluation of the measurement model for the independent variable “Sustainable Strategic Planning” are presented in Table (5) and Figure (2):

Table (5) Measurement Model Assessment Results for the Sustainable Strategic Planning Variable

PATH	Outer loadings	Internal Consistency Reliability		Convergent Validity	
		Cronbach's alpha	Composite reliability	(AVE)	P-VALUE
GS1 <- GS	0.682	0.713	0.716	0.692	0.00
GS2 <- GS	0.508				0.00
GS3 <- GS	0.681				0.00
GS4 <- GS	0.618				0.00
IR1 <- IR	0.643	0.746	0.738	0.616	0.00
IR2 <- IR	0.488				0.00
IR3 <- IR	0.789				0.00
IR4 <- IR	0.625				0.00
SA1 <- SA	0.608	0.746	0.747	0.678	0.00
SA2 <- SA	0.503				0.00
SA3 <- SA	0.638				0.00
SA4 <- SA	0.544				0.00
SA5 <- SA	0.751				0.00
SD1 <- SD	0.771	0.784	0.788	0.690	0.00
SD2 <- SD	0.789				0.00
SD3 <- SD	0.641				0.00

SD4 <- SD	0.579				0.00
VM1 <- VM	0.607				0.00
VM2 <- VM	0.653				0.00
VM3 <- VM	0.456	0.727	0.743	0.667	0.00
VM4 <- VM	0.737				0.00
VM5 <- VM	0.540				0.00

“Outputs of SMART PLS 4 program”

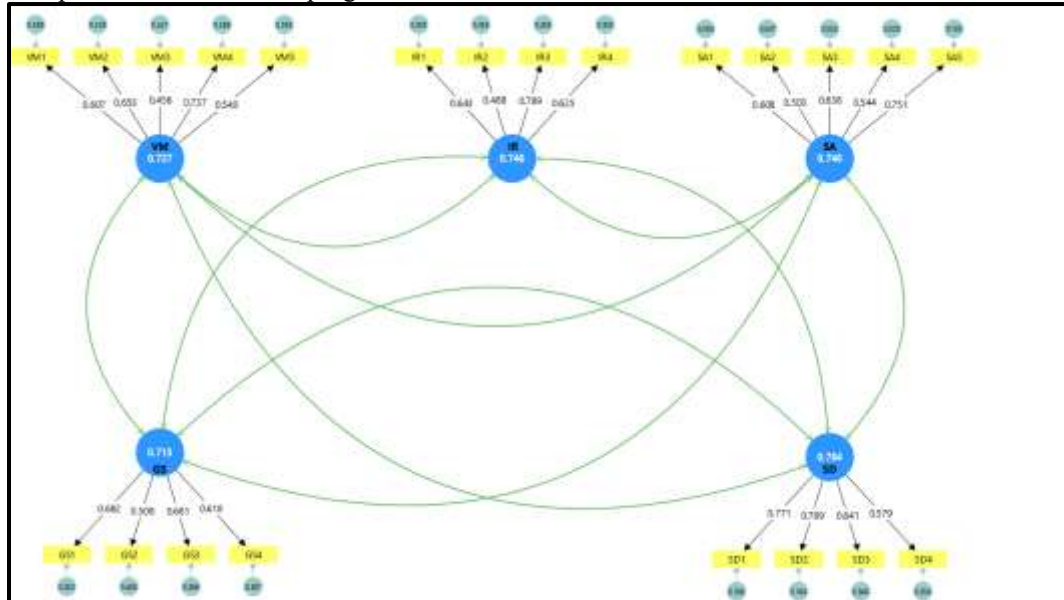


Figure (2) Results of the evaluation of the measurement model for the sustainable strategic planning variable
“Outputs of SMART PLS 4 program”

* Hair et al. (2017) recommend the following steps: (1) if the saturation is greater than 0.7, keep the item; (2) if the saturation is less than 0.4, delete the item; (3) if the saturation is between 0.7 and 0.4, test the effect of deleting the item on the improvement of the remaining parameters of the measurement model and then decide whether to keep or delete the item. All items of the variable obtained acceptable values for reliability, composite reliability, item saturation and extracted mean variance, all within a significance level of less than 0.05.

Evaluation of the measurement model for the dependent variable: Strategic success (SU)

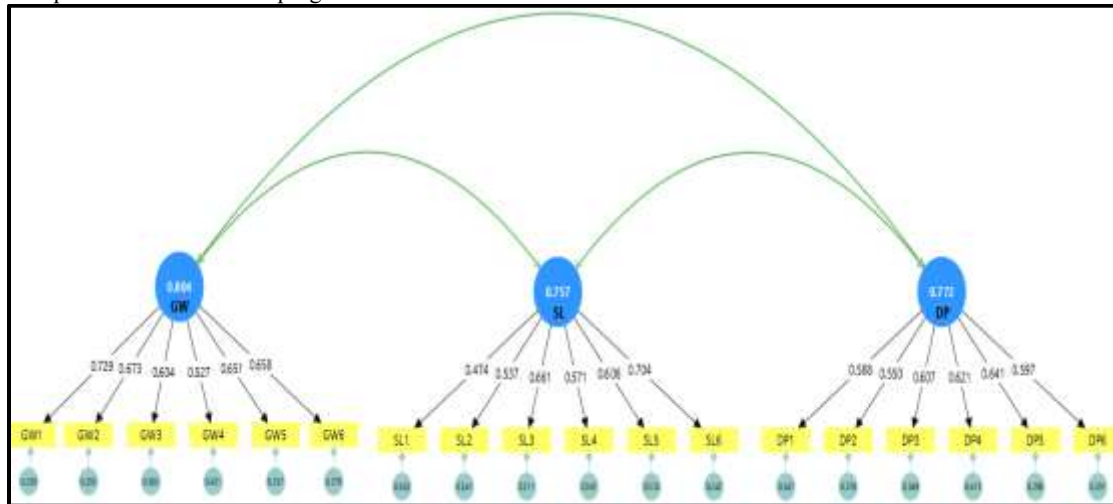
Table (6) and Figure (3) show the results of the measurement model evaluation of the independent variable: Sustainable Strategic Planning:

Table (6): The Results of the Measurement Model Assessment of the Strategic Success Variable

PATH	Outer loadings	Internal Consistency Reliability		Convergent Validity	
		Cronbach's alpha	Composite reliability	(AVE)	P-VALUE
DP1 <- DP	0.588	0.772	0.772	0.561	0.00
DP2 <- DP	0.550				0.00
DP3 <- DP	0.607				0.00
DP4 <- DP	0.621				0.00
DP5 <- DP	0.641				0.00
DP6 <- DP	0.597				0.00
GW1 <- GW	0.729	0.804	0.804	0.614	0.00
GW2 <- GW	0.673				0.00
GW3 <- GW	0.604				0.00
GW4 <- GW	0.527				0.00
GW5 <- GW	0.651				0.00
GW6 <- GW	0.658				0.00
SL1 <- SL	0.473	0.757	0.767	0.657	0.00
SL2 <- SL	0.537				0.00

SL3 <- SL	0.661				0.00
SL4 <- SL	0.571				0.00
SL5 <- SL	0.607				0.00
SL6 <- SL	0.704				0.00

“Outputs of SMART PLS 4 program”



“Figure (3) Results of the evaluation of the measurement model for the dependent variable, strategic success”

“Outputs of SMART PLS 4 program”

* If the saturation is more than 0.7, the item is kept; if it's less than 0.4, the item is eliminated; this is all according to Hair et al. (2017). (3) When the saturation falls between the range of 0.7 to 0.4, we can choose whether to keep or remove the item by testing how doing so affects the remaining parameters in the measurement model. With respect to reliability, item saturation, composite reliability, and the extracted mean variance, all of the variable's items achieved satisfactory results, all falling within a significance threshold lower than 0.05.

4.2. Analyzing the Data

To better comprehend and characterize a wide range of social phenomena, researchers often turn to descriptive analysis. Data gathered from surveys or other instruments is used for this purpose. A more thorough and in-depth comprehension of the phenomena under study can be achieved by descriptive analysis by analyzing and interpreting them in a logical and scientific way. In this part, we take a look at what the descriptive analysis of the opinions of (99) respondents at General Company for Petrochemical Industries had to say about the research variables made available to them: sustainable strategic planning and strategic success. Testing for the geometric mean, standard deviation, coefficient of variation, and relative relevance were utilized to accomplish this. This study's variables were measured using a five-point Likert scale. The researcher was able to classify the variables according to the category to which the respondents' opinion arithmetic means belonged, as shown in Table (). According to the data in Table(7), the sum of all dimension items is greater than the hypothetical mean of the five-point Likert scale, which is (3). This strongly suggests that this variable is prevalent inside the company. Additionally, the data demonstrated minimal variance and standard deviation, suggesting that the responses were consistent and homogeneous.

Category and Level of Agreement Based on Likert Scale Weights (Table 7)

Five-point Likert scale	Level of agreement	arithmetic mean category		Availability level	
		from	to	from	to
Disagree	Very weak	1	1.79	20%	35%
Disagree	Weak	1.8	2.59	36%	51%
Neutral	Moderate	2.6	3.39	52%	67%
Agree	High	3.4	4.19	68%	83%
Strongly Agree	Very high	4.2	5	84%	100%

*Sözen, E., & Güven, U. (2019). The Effect of Online Assessments on Students' Attitudes towards Undergraduate-Level Geography Courses. *International Education Studies*, 12(10), 1-8.P:4

Descriptive Analysis of the Independent Variable: Sustainable Strategic Planning (SP)

The arithmetic mean was analyzed as an indicator of the central tendency of the data using the Statistical Package for the Social Sciences (SPSS). Also, variance and standard deviation were examined as indicators of data dispersion. Additionally, the research dimensions and variables were assessed for their availability. The results obtained are summarized in Table (8).

Table (8) presents the findings of the descriptive analysis of the Sustainable Strategic Planning (SP) variable.

<i>Dimensions</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Variance</i>	<i>Availability level</i>
SD	3.492	0.569	0.325	Hight
VM	3.482	0.532	0.283	Hight
GS	3.459	0.545	0.298	Hight
SA	3.404	0.485	0.235	Hight
IR	3.444	0.513	0.263	Hight
SP	3.451	0.469	0.220	Hight

“Source: SPSS V27 output”

The descriptive analysis of the Sustainable Strategic Planning (SP) variable with a mean of 3.451 shows that the variable is an integrated methodology to formulate long-term goals, namely achieving production efficiency while maintaining environmental resources. This variable aims to implement clean technology and minimize carbon emissions while assuring economic viability and social responsibility to the local community. This makes it more competitive and guarantees the continuity of its industrial activities in relation to the world trends towards a green economy. The results for the dimensions of this variable are:

Stakeholders (SD) This dimension was placed first with a mean score of 3.492. This means that the Ministry of Industry, which prepares strategic plans, and the employees, who are the foundation for the operations and production, are the main stakeholders. The list also covers suppliers and contractors involved in the supply chain and the local community affected by the company’s environmental and economic operations. Management tries to balance these interests to achieve business sustainability.

Vision, Values, and Mission (VM): This dimension was ranked second with a mean score of 3.482. The formulation of strategy orientations for the General Company for Petrochemical Industries is a vital pillar for assuring its competitive sustainability. The vision is the bold future purpose of making the company as the regional leader in producing polymer products as per international standards. The mission describes the practical objective of the organization through investment in natural gas to maximize the added value and support the national economy.

Goal Setting (SA): This dimension was placed third with mean score 3.459. This means that the General Company for Petrochemical Industries will begin the stage of developing operational plans that convert objectives into specific implementation routes and allocating the required human and technical resources to ensure the smooth flow of the production process. This phase includes the development of quantifiable performance indicators so management can track and respond to deviations immediately to ensure alignment with final outputs.

Implementation and Review (IR): This dimension was ranked fourth with mean score 3.444. This entails that the implementation and review phases at the General Petrochemical Company are important control tools to diagnose operational deviations and analyze the efficiency of the utilization of petrochemical resources to ensure overall quality and minimize waste. The procedure ends with the submission of tracking reports that help to prepare future strategies and improve the company's competitiveness in the market.

Reality Analysis (SA) The reality analysis dimension had the least mean score of 3.404. Thus, reality analysis is a key pillar in improving the efficiency of supply chains. Its proximity to sources of raw materials and export outlets gives it a competitive advantage in minimizing operational costs and assuring the flow of production. In addition, environmental and geographical site assessments form the basis for identifying future development opportunities for industrial growth and minimizing logistical risks, and so contribute to the sustainability of administrative and technical processes in compliance with international quality standards.

Descriptive Analysis of the Dependent Variable: Success (SU)

The arithmetic mean was studied as a measure of central tendency of the data with the SPSS statistical software. Measures of data dispersion were also examined, namely standard deviation and variance. In addition, the availability of the research dimensions and variables was analyzed. The results obtained are shown in the table (9) below.

Table (9): Results of Descriptive Analysis of the Strategic Success (SU) Variable

<i>Dimensions</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Variance</i>	<i>Availability level</i>
DP	3.482	0.504	0.254	Hight
SL	3.451	0.478	0.229	Hight
GW	3.414	0.499	0.250	Hight
SU	3.449	0.447	0.200	Hight

“Source: SPSS V27 output”

The descriptive study of the strategic success variable (SU) gave an average of (3.449). This shows the company’s capacity to reconcile optimizing production efficiency in the use of crude oil resources and a flexible response to the needs of the fluctuating global market. This success is reflected in the formulation of a proactive strategy that incorporates technological innovation in processing operations and the achievement of a sustained competitive advantage that boosts the market share of the organization. This finally results in improved financial performance and long term institutional growth in a complex and dangerous industrial environment. The explanation of the results of the dimensions of this variable is as follows:

Adaptation (DP): This dimension is the first with mean score of (3.482). This improves the flexibility of the organizational structure to the rapid oscillations of the global energy markets and the technical changes in the processing sectors. This feature is shown in the ability of the management to reorient human and technology resources in an effective way to fulfill the criteria of environmental sustainability.

Retention (SL): This dimension was second with a mean score of (3.451). This underlines the necessity of improving the accumulation of information and the development of unique technical competence. This helps to increase the efficiency of production processes and to secure the stability of the state’s economic returns. Moreover, professional retention in this industrial entity is a strong incentive for the consolidation of the corporate identity and the strengthening of job loyalty, which has a positive effect on the flexibility of administrative decision-making and the attainment of the objectives of the long-term strategic plan.

Growth (GW): This dimension ranked the last with an average score of (3.414). This confirms that the General Petrochemical Company is working on increasing its competitiveness by increasing the production lines and growing the human resources to keep pace with the latest technological developments in the polymer business. This growth is reflected in the company’s ability to develop operational solutions that raise the added value of the end product, along with a better administrative efficiency that guarantees the sustainability of profits and the rise of market share in the local and regional markets.

4.3. Testing the hypothesis

The structural model is evaluated as four criteria to test the effect hypothesis as stated in Table (10). Below is an explanation of these four criteria:

Table (10): Evaluation criteria for the structural model

<i>Criteria</i>	<i>Acceptable threshold</i>
Linear Correlation Assessment (VIF)	Variable Inflation Factor (VIF) < 5
Path Coefficient Significance	$P < 0.05$, $t > 1.96$
Coefficient of Determination (R^2)	0.25, 0.50, 0.75 indicate small, medium, or large effect
Effect Size (f^2)	0.02, 0.15, 0.35 indicate small, medium, or large effect

*Hair, J., Hult, T., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Los Angeles: Sage.

Assessment of Collinearity

Collinearity assessment is performed if there is a high degree of correlation between two independent variables. The Variance Inflation (VIF) factor measures it and should not be more than 5 in accordance with the guideline of Hair et al. (2017).

Path Coefficients

Path coefficients are the direct effects between variables in the model and have values between ± 1 . Thus, if the path coefficient is more than zero, then there is a substantial causal relationship and if the path coefficient is less than zero, then there is a negative sign relationship. Bootstrapping is conducted to test the importance of the route coefficient. The t-value is then calculated which needs to be larger than or equal to 1.96 and the p-value which needs to be less than or equal to 0.05 (Hair et al., 2017).

R² (Coefficient of Determination)

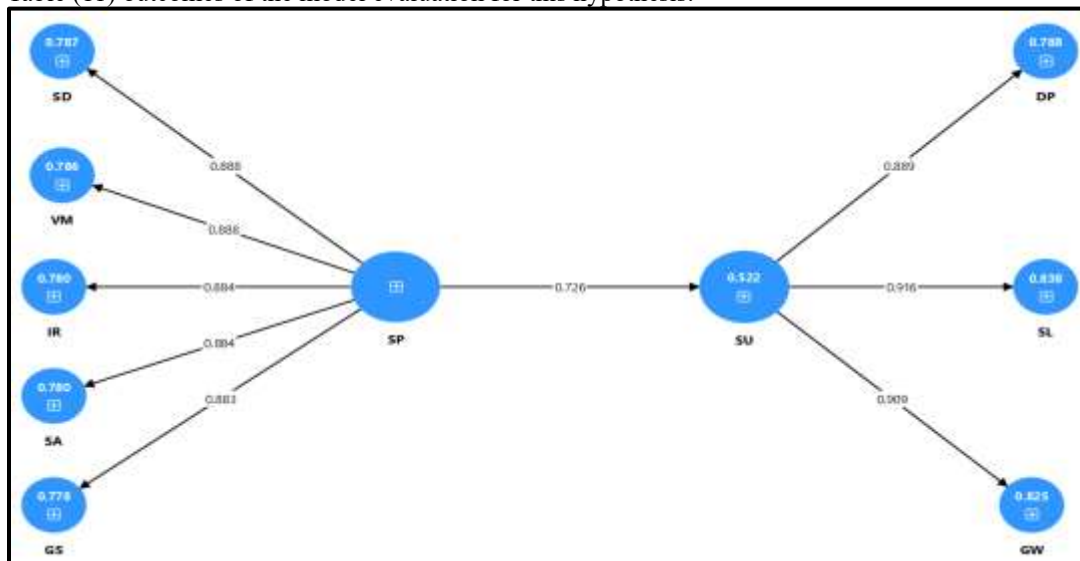
The coefficient of determination (sometimes called explanatory coefficient) is the measure of the degree to which the independent variable explains the dependent variable. It takes values between 0 and 1. The closer the coefficient of determination is to 1, the more the independent variable is able to explain the dependent variable.

Effect Size (f²)

The effect size is the contribution of a variable to the coefficient of determination. Therefore, the effect size is important in quantifying the contribution of each dimension to the coefficient of determination. Hair et al. (2017:201) suggest that values of 0.02, 0.15, and 0.35 signify minor, medium and large effects, respectively, when interpreting the results of effect sizes.

Exploration of the Main Research Hypothesis

This hypothesis states that: (There is a significant positive relationship between sustainable strategic planning and its dimensions (stakeholders, vision, values and mission, goal setting, situation analysis, implementation, review) and strategic success and its dimensions (adaptation, survival and growth) at the level of The total for the General Company for Petrochemical Industries). To test this hypothesis, the structural model was constructed as shown in Figure (4), Table (11) outcomes of the model evaluation for this hypothesis.



“Figure (4) Structural Model for Testing the Main Research Hypothesis

Source: Developed by researcher based on the results of SMART V.4

Table (11): Results of Evaluating the Main Hypothesis Model”

path	VIF	Path coefficient	t Value	p Value	Effect size f2	R ²	R2 Modified	Conclusion
SP →SU	1	0.762	15.603	0.00	0.212	0.526	0.522	Hypothesis accepted

“Source: Developed by researcher based on the results of SMART V.4 program”

Figure (4) and table (11) illustrate the results of the test of the main hypothesis where the effect coefficient reached (0.726). This shows that the independent variable Sustainable Strategic Planning (SP) had a strong effect on the strategic success variable at a significance level of less than 0.05, with an effect size of (21%), i.e. moderate effect intensity. It explained (52%) the dependent variable, strategic success (SU). According to this outcome, the major research hypothesis is accepted.

Test of the Sub-Hypotheses of the Research

After finishing testing the primary hypothesis on the impact between the strategic planning variable and the strategic success, we move now to test the sub-hypotheses extracted from it as indicated in Figure (5) and Table (12) as follows:

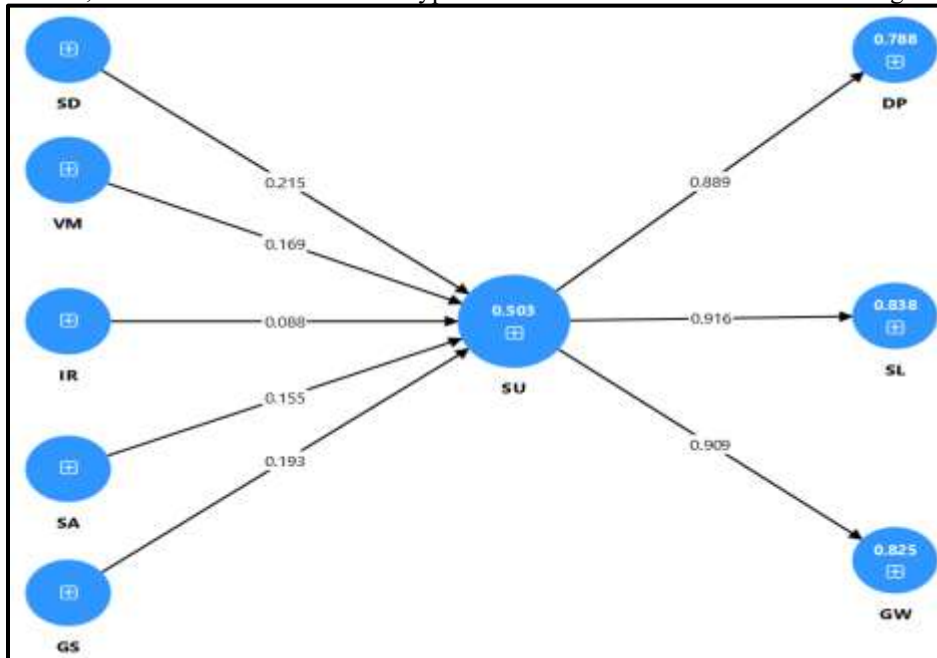


Figure (5) The structural model for testing sub-hypotheses

“Source: Developed by researcher based on the results of SMART V.4 program”

Table (12): Results of the evaluation of the sub-hypotheses model for the hypothesis

path	VIF	Path coefficient	t Value	p Value	Effect size f2	R ²	R2 Modified	Conclusion
SD →SU	1	0.215	1.536	0.00	0.31	0.504	0.503	Hypothesis accepted
VM →SU	1	0.169	1.380	0.00	0.19			Hypothesis accepted
IR →SU	1	0.08	1.410	0.00	0.05			Hypothesis accepted
SA →SU	1	0.155	1.242	0.00	0.16			Hypothesis accepted
GS →SU	1	0.193	1.536	0.00	0.26			Hypothesis accepted

“Source: Developed by researcher based on the results of SMART V.4 program”

First Sub-Hypothesis: This hypothesis asserts that there is a significant beneficial effect of the stakeholder dimension on strategic success and its dimensions (adaptation, survival, and expansion) at the overall level of the General Company for Petrochemical Industries. It identified a positive effect of (0.215) after looking at Figure (5) and Table (12). The obtained t-value is (1.536) which is more than (± 1.96) at the level of significance (0.00) and less than (0.05) and the effect size is (0.31) that's why this hypothesis is accepted at the research level.

Second Sub-Hypothesis: The hypothesis shows that the dimension of vision, values, and mission has a considerable beneficial impact on the strategic success and its dimensions (adaptation, survival, and expansion) at the general level of the General Company for Petrochemical Industries. And the favorable effect of (0.169) is established by looking at Figure (5) and Table (12). The value of t obtained is (1.380) and is higher than (± 1.96) at the level of significance (0.00) and lower than (0.05) and the average effect size is (0.19) therefore this hypothesis is acceptable at the research level.

The third sub-hypothesis: This hypothesis asserts that there is a significant beneficial effect of the implementation and review dimensions on strategic success and its dimensions (adaptation, survival, and expansion) at the overall level of the General Company for Petrochemical Industries. After analyzing Figure (5) and Table (12), a positive effect of (0.08) was obtained. The hypothesis is acceptable at the level of research since the t-value obtained is 1.410, more than ± 1.96 at the level of significance of 0.00 and less than 0.05 and the effect size is minor at 0.05.

The fourth sub-hypothesis: This hypothesis states that there is a considerable beneficial effect of the dimension of the reality analysis on strategic success and its dimensions (adaptation, survival and expansion) at the overall level of the General Company for Petrochemical Industries. After observing Figure (5) and Table (12) it appears there is a positive effect of 0.155. The obtained t-value is 1.242 which is more than ± 1.96 at a significance level of 0.00 and less than 0.05 and the effect size is modest (0.16). Hence, this hypothesis is acceptable at the research level.

Fifth sub-hypothesis: There is a considerable positive association between the goal-setting dimension and strategic success and its dimensions (adaptation, survival, and expansion) at the overall level of the General Company for Petrochemical Industries. After

analyzing Figure (5) and Table (12), a positive impact size of (0.193) was determined. This hypothesis is regarded acceptable on the research level because the obtained t-value is (1.536), more than (± 1.96) at the significance level of (0.00) and less than (0.05), and the size of the effect is large (0.26).

The results show an adjusted R squared value of (0.503). This means that the dimensions of the independent variable (sustainable strategic planning) were able to explain 50% of the dependent variable (strategic success) in the General Company for Petrochemical Industries.

5. Conclusions and Recommendations

This section provides the findings and recommendations of the present research:

5.1. Conclusions.

The research demonstrated a statistically significant influence of (0.762) for sustainable strategic planning and its dimensions on achieving strategic success in the organization studied.

The research showed that the environmental consideration in the planning phase is an important factor to improve the petrochemical company's reputation.

The results demonstrated the high degree of knowledge of the importance of sustainability among the personnel of the organization, but some technical issues were confronted in practice.

The company's strategic success is the natural outcome of combining long-term economic objectives with social responsibility.

It was revealed that the management leadership of the organization plays an important role as a mediating variable in translating sustainable objectives into real results on the ground.

The research indicated that investing in green technology reduces the cost of operations in the long term, therefore supporting the cornerstone of strategic profitability.

The data shows that the company has a substantial competitive advantage in the local markets as per the environmental analysis (internal and external) as per the sustainability criteria.

5.2. Suggestions

Integrate sustainability principles (environmental, social and economic) into the official vision and

mission of the General Company for Petrochemical Industries.

Conducting special courses for staff on the principles of green management and the development of SMART (Specific, Achievable, Responsible and Sustainable) objectives.

Developing a mechanism to monitor and evaluate performance based on indicators of environmental and social impact rather than only financial measures.

Reinforce alliances with scientific research institutions to adopt innovations that help to the recycling of industrial waste, benefiting the strategic success of the organization.

Development of a budget to sustain corporate social responsibility projects in areas around the company's plants to win the support of the local community.

Using the Balanced Scorecard for Sustainability model as a tool to monitor the implementation of long-term strategies.

Including all management levels (senior, middle and junior) in the strategic choice-making process to ensure commitment in the implementation of sustainability strategies.

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