

## **The Impact of the Organisations Position in Achieving Sustainable Competitive Advantage Survey of a Sample of Employees of the General Company for Textiles and Leather Industries .**

**Assistant Professor Dr**  
Nayef Ali Assi

**Researcher**  
Mohamed Fleih Hassan  
Mansour Kanani

**Collage of Administration and Economics/ University of Babylon**

### **Abstract**

The research endeavor to identify the effectiveness of organization in achieving sustainable competitive advantages in the State Company of Textile and Leather Industries. In order to achieve this objective, the researcher has adopted the dimensions of the organization represented by (mental image of the organization , identity of the organization , performance quality , services and products quality and creativity) .

Regarding sustainable competitive advantages , the following dimensions (essence capabilities , logistic ratio increasing , improving the performance of the organization , information technology and strategic flexibility), were adapted To achieve this purpose of the research ,hypothetical plan has been made identifying the nature of the relation between the variables of the research . In order to detect the nature of this relation , the researcher has adopted formula of several hypothesis chosen by many statistics which means applying ready statistic program ( spss,vr.23) .

This research adopted analytical descriptive methodology and the questionnaire was the main instrument to collect data , besides personal interviews with some important personals in above – mentioned company by choosing a random sample from different administrative and technical levels ( 60 person ) in which the research adopted readymade measures . It was subjected to both truth and firmness tests . The researcher reached several conclusions among which the most important one was the effectiveness with moral significance between the reputation of the organization in achieving sustainable competitive advantages .

### **1. Introduction**

In recent years, business organizations have faced great challenges of accelerating changes in various fields, including the increasing globalization movement, the rapid pace of technological change and the shift towards the knowledge economy rather than looking at knowledge as the crucial tool for generating sustainability and instability in the world's political, economic and social conditions. Necessitates finding ways to cope and manage them in the best possible way .

This is why researchers and writers in all their disciplines have been asked to present theories and ideas and discuss them in order to reach a scientific framework in which to build the sound foundations for keeping up with these changes and developments. The research derives its importance from the nature of its subject. It tries to shed light on contemporary topics which are impacted by the implications and benefits of their implementation and their contribution to the development of field realities in the practice of contemporary organizations and the investigated organization (the General Company for Textile and Leather Industries) .

The objective of the research is to answer the research problem which focuses on the

lack of clarity of the vision of the management of the organization, which is about the nature of the relation between the status of the organization and the competitive advantage of sustainability.

This was done by surveying the opinions of a sample of employees in the company and analyzing them using the statistical program (**spss.vr.23**) due to based on the importance of the organization's position and its significant role in achieving sustainable competitive advantage, this research is based on the most important concentrations and concepts related to these variables and the recognition of the role of the organization in achieving sustainable competitive advantage and to achieve the objectives of the research has been divided into five paragraphs .

The research reached several conclusions, most notably the company's interest in the dimensions of the status of the organization and the existence of a relationship of significant significance between the status overall and overall competitive advantage

## **2-Research methodology includes:**

### **2.1 Research Problem**

The research problem concentrates on the lack of clarity of vision in the management of the organization, which is about the nature of the relationship between the status of the organization and the competitive advantage of sustainable The problem of research through the following questions:

1. To what extent is the organization aware of the importance of organizational status?
2. How interested is the organization in achieving sustainable competitive advantage?
3. Does the position of the organization affect the competitive advantage of the company?

### **2.2 Research Importance**

The study derives its importance from the importance of the topics discussed (the status of the organization and sustainable competitive advantage ), which play an important role in the success of organizations and excellence, and this is the importance of the study through the following:

1. Theoretical framing of the variables of research (the status of the organization and the sustainable competitive advantage).
2. The importance and role of the variables addressed in the research on the success of business organizations in light of developments in the business environment and the intensification of competition.
3. The importance of the company investigated where it is of great importance in supporting the Iraqi national economy and the supply of products to compete with the rest of foreign products through high performance and continuous innovation in the current and future production process.
4. The study also gains importance through the results reached, which determine the nature of the relationship and influence between the variables and the extent to which the company benefited from these results to develop future directions.

### **2.3 Research Objectives**

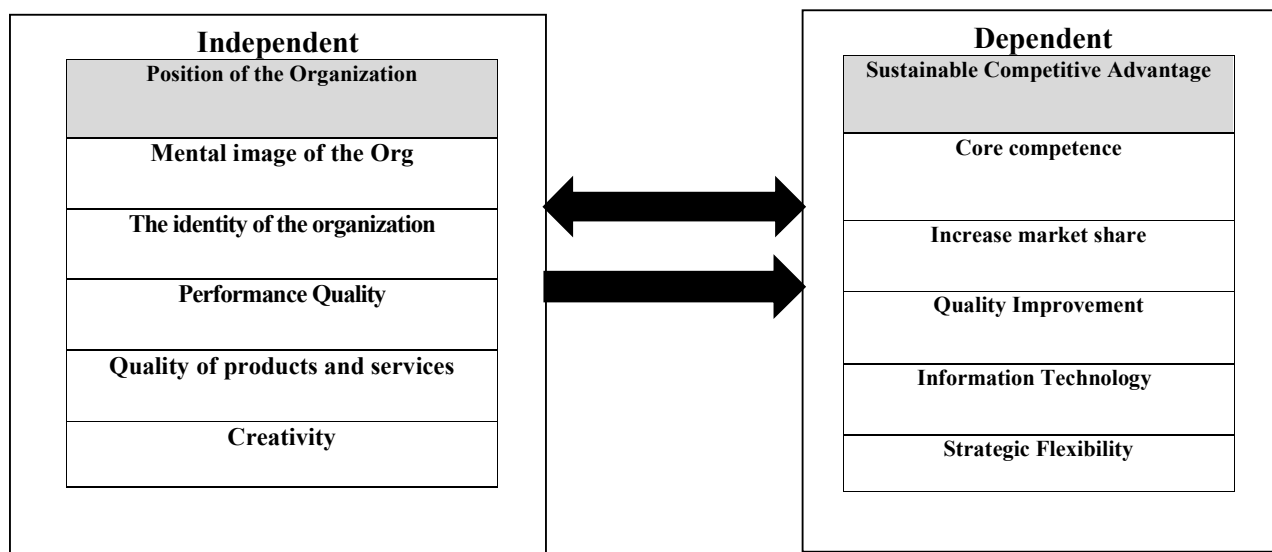
Through the diagnosis of the the problem of the study, the following objectives are identified :-

1. Recognize the status of the organization and sustainable competitive advantage

2. To know the impact of the dimensions of the Organization's position on sustainable competitive advantage .
3. Providing an information base for the senior management of the company in question that contributes to the development of its strategic vision to achieve sustainable competitive advantage by strengthening its position in the current market .
4. To Pay attention of mentioned company regarding the role of the Organization's dimensions in achieving the competitive advantage of sustainable dimensions.
5. To make a number of recommendations to the company investigated for the purpose of achieving a good place and to compete with foreign products. And not giving way to the foreign produce
- 6.

### 2.4 Descriptive search schema

The search chart represents a set of logical relationships between the two search variables. The researchers identified the independent search variable (organization status) on the right side of the chart shown in Figure 1, which contains five sub-dimensions, while the left side of the chart specifies the dependent search variable Five sub-dimensions The chart refers to the objective research hypotheses



**Figure (1)**  
 research Model

### 2.5. Hypotheses of the research

A set of research hypotheses have been formulated within the limits of its variables and according to the problem, objectives and outline of the research as follows:-

1. **The first main hypothesis:** There is a significant correlation between the status of the organization and its dimensions and the competitive advantage of sustainable dimensions and stems from this hypothesis the following sub-assumptions :-

- A. There is a significant correlation between the organization's identity and sustainable competitive advantage .
- B. There is a significant correlation between the organization's mental image and sustainable competitive advantage.
- C. There is a significant correlation between quality of performance and sustainable competitive advantage
- D. There is a significant correlation between the quality of products and services and sustainable competitive advantage .
- E. There is a significant correlation between creativity and sustainable competitive advantage.

## **2. The second main hypothesis**

There is a significant effect of the Organization's position on its dimensions in the sustainable competitive advantage with its dimensions, and this hypothesis is based on the following sub-assumptions :-

- A. There is a significant effect of the organization's identity on sustainable competitive advantage .
- B. There is a significant impact on the organization's mental image in the sustainable competitive advantage.
- C. There is a significant impact on the quality of performance in sustainable competitive advantage .
- D. There is a significant impact on the quality of products and services in the competitive advantage .
- E. There is a significant impact of creativity in sustainable competitive advantage

## **3-The Theoretical Framework of the Research**

### **3.1 Position of the Organization**

#### **A. The Concept of Organization Status**

The status of the organization is the real capital in which the organization works, since without a good place it will not succeed and will continue to function in its current and future work (Bontis & Serenko, 2007: 40). Luome (2008: 2) The result of the judgment is the ability of the organization to create value from the perspective of stakeholders. Table (1) presents some of the concepts of the organization's status to some writers and researchers according to his point of view .

**Table (1) The views of some writers on the concept of the status of the organization**

	Name of researcher or writer, year, page	Defining the status of the organization
1	317): 2009 Love,(	The organization's ability to meet the customer's material needs through the quality of its outputs and tangible results
2	(John, 2010:14)	Is the perceived quality and what the organization represents in the eyes of the customer through its products and services provided to it
3	(Kong :2011,246 )	The ability of the Organization to manage its important moral resources derived from its internal and external investments

Source: By the two researchers based on the reliable sources

## B. The Importance of the Status of the Organization

(Chen 2009: 2) believes that FAO's position is of great importance in terms of:

1. Attract and retain competent human resources to work in the organization and act as barriers to entry of potential competitors .
2. Achieve high competitive capability
3. Obtain a greater market share in the market in which it operates .

## C. The Dimensions of the status of the organization

The status consists of a set of dimensions that must be available in the organization as follow :-

1. **The identity of the organization** (Hareem, 2014, 328) shows that organizational identity is related to the extent to which employees belong to the organization as a whole (Aust, 2004: 516), noting that identity is the internal perception of employees of their organization (Albert & Whetten, 2006: 265) The organization is what distinguishes the organization from other organizations and makes them unique.
2. **The mental image of the organization:** Petrick, 1999: 61) that the mental image of the organizations is one of the most important intangible resources that support the continuity of competitive advantage and sustainable mental image of business organizations contribute to improving the behavior and attitudes of individual workers and it is a treasure difficult to get It is easy to pay.
3. **:Performance Quality**  
 (Tarawneh et al., 2012, 14) believes that the quality of the performance is due to the organization in consolidating itself in the market to achieve high quality to satisfy customers and achieve flexibility in production and performance without defects .

## 4-Quality of Products and Services:

The quality of the products and services means achieving the greatest satisfaction of the customer by providing a good or service according to the highest quality standards and the lowest cost and after-sale services. (Al-Ali, 2018, 55)(

Quality is based on the concepts and perceptions of the customer's mind. ( Kotler 36: 2000) emphasizes that increasing customer loss is an indicator of the organization's failure to win customer satisfaction and makes a comparison between product or service performance and its predictive expectations as a benchmark of satisfaction.

## 5. :Creativity

He pointed out (Jawad, 2013, 178) That creativity is no longer limited to a particular

organization because openness, demarcation, organizational change and intense competition among competitors for client acquisition are the real challenge for the business organization and its leaders because the successful organization is considered an important element of acquiring good standing.

### 3.2 Sustainable Competitive Advantage

#### A. The concept of sustainable competitive advantage

A sustainable competitive advantage is generated by increasing the value of the product to the customer or reducing the costs of delivering the product to the market (Krajewski & Ritz man, 1999: 141). In the Webster dictionary, definitions of these three terms have been defined as "the distinctive benefit derived from the course of the organization 's work". Competitiveness has also been defined (the characteristics of the organization are balanced by its competitors), (while sustainability has been defined as " Possible) (7: 2000, Hoffman) .

*Table (2) shows some concepts of the competitive advantage of some writers and researchers according to the point of view*

**Table (2) Some writers' views on the concept of sustainable competitive advantage**

Define sustainable competitive advantage	Name of researcher or writer, year, page	ت
The ability of the organization to increase market share by keeping costs low compared to competitors	( Daft, 2010 : 113)	1
The organization's rare set of characteristics, without any other organization, results from its ability to manage its human resources and core competencies with high efficiency. In a manner that helps to enhance their competitive advantages and sustain them for as long as possible	(Abbas, 2014, 97)	2
Competitive advantage is the evaluation of the Organization's resources and capabilities to determine what is distinct from other competing organizations. Sustainability means continuity and communication in achieving excellence through the continuous renewal and development of available and potential resources	(Al-Enezi and Al-Majdi, 524,2016)	3

Source: Based on the reliable sources

#### B. Importance of Sustainable Competitive Advantage

(Czepi1992, 40: ) believed That the competitive advantage is a positive indicator of the organization's direction to occupy a strong position in the market by obtaining a greater market share of competitors and increase the volume of sales profits, and their importance is illustrated by:

1. It leads to the achievement of excellence and superiority over competitors and stems from within the organization through its core resources and unique skills (Khaled, 2012).
2. Check its value by added value to the customers. Evans (1993: 118) sees it as a criterion for successful organizations that want to survive and grow

### **C. Dimension of Sustainable Competitive Advantage -**

The following dimensions have been adopted for their relevance to the research topic and the nature of the work of the organization being investigated (Yusoff & Azam: 2015)

#### **1. Improving the Efficiency of the Organization**

Efficiency is a long-term goal in which the organization survives by understanding and absorbing multiple goals such as profit, productivity, satisfaction of people and other goals. To measure the efficiency of the organization, there are many indicators, including reducing the costs that can be achieved through many means, Economies of scale and advantages of the experience curve through which to control indirect operating expenses, focus marketing efforts towards existing and target customers or achieve economic benefits from reduced resource costs Bowman, 1995: 48) :

#### **2. Core Competence**

(Prahalad & Hamel 1981: 81) is the organization's collective learning skills group, especially in how to coordinate diverse production skills with the integration of multiple tracks of cutting-edge technology that is constantly evolving and effective to deliver better products and services to that organization. (Macmillan & Tampoe 120: 2000) is a technical or administrative sub-system that combines technology, processes, resources and knowledge to deliver products and services that give the organization a unique competitive edge to outperform its competitors in the business market

#### **3-Increase Market Share:**

The market share is the ratio of sales of the organization to the sales of the industry. The market is an important factor in the marketing process because the market is the framework in which the forces of specific prices operate, and the market share scale is used to distinguish between the winners and losers in the market. This measure is used to calculate the organization's share of sales in the market and compare it with competitors ( Day George, 2008 :21)

#### **4- Information technology :**

be seen (Sourtar & Mazroel 1999) believes that the correct use of information technology leads to speeding up work and providing services with the required speed and this helps to achieve the competitive advantage of the company. (Jindal, 2003: 15) is a branch of technology related to the study, use and processing of data for automatic retrieval, storage, organization, transformation, control, presentation, conversion, exchange and delivery of data. Al(Enezi and Al-Majdi 2016:549) describe it as a set of knowledge experiences, Employees are able to obtain graphic information to be processed and stored to be available

#### **5. Strategic Flexibility**

(Evans 1997: 87) points out that many organizations use flexibility as a competitive weapon, which is their ability to adapt successfully to changing environmental conditions and operational requirements. (Star, 2008, 32) The strategic flexibility is that the organization is capable of The shift from one strategy to another when changing the environment and have the ability to respond quickly and adapt to the environment and meet all the requirements of the customer .



## 4.The Applied Side

### 4.1.This study was applied in the General Company Textiles and Leather Industries

The Questionnaire was used as a main tool for data collection and included the study variables and was formulated to serve the study objectives and hypotheses based on the theoretical side and the different studies. They were developed by researchers to suit the environment and nature of the study. The questionnaire included (55) (75%). The Likert scale was used with five grades and a scale of (fully agree, agree, neutral, disagree, not fully agree ( 1-5)

### 4.2 -Statistical Description of Study Variables

**A. The Status of the Organization:** The organization's status was examined according to its five dimensions as shown in Table (3). The results mean the interest of the company concerned with the position of the organization with its five dimensions .

**Table No. 3 Arithmetic mean, standard deviation and Difference coefficient of the dimension of the status of the organization and its order according to its importance**

Order	Difference coefficient	Standard deviation	arithmetic mean	Dimension
1	21.11%	0.95	4.50	Quality of products and services
2	23.02%	1.02	4.43	The identity of the organization
3	23.98%	1.06	4.42	Performance quality
4	24.66%	1.08	4.38	The mental image of the organization
5	26.56%	1.15	4.33	Creativity

*Source : Researchers based on the results of the computer*

**B. Sustainable Competitive Advantage:** The competitive advantage was studied according to its five dimensions as shown in Table (4). The results indicated in the table mean the interest of the company concerned with the sustainable competitive advantage of its five dimensions as the arithmetic mean of all dimensions is greater than the hypothesized mean ( 3).

**Table (4) The arithmetic means , standard deviation and coefficient of variation of dimensions of the competitive advantage ranked as important**

Order	Difference coefficient	Standard deviation	arithmetic mean	Dimension
1	18.68%	0.85	4.55	Information Technology
2	20.67%	0.92	4.45	Increase market share
3	21.11%	0.95	4.50	Improving the efficiency of the organization
4	23.30%	0.96	4.12	Strategic flexibility
5	24.31%	1.06	4.36	Core competence

*Source Researchers based on the results of the computer( electronic calculator )*

### 4-3Analyzing the Correlation Between Search Variables

For the purpose of covering this paragraph, the relationship of the independent variable was measured by the organization's position with the dependent variable of sustainable competitive advantage through the following main hypothesis :-



- *There is a significant correlation between the position of the organization in dimensions and the sustainable competitive advantage in its dimensions*

This hypothesis can be represented by five sub-hypotheses to measure the relationship of the five dimensions of the FAO position variable with the variable of sustainable competitive advantage and through the correlation matrix shown in Table (5)

**Table (5) The correlation coefficient between the dimensions of the status of the organization and sustainable competitive advantage**

sustainable competitive advantage	Organization status	
0.885**	coefficient	After the mental image of the organization
0.000	Sig. (2-tailed)	
0.929**	coefficient	After the identity of the organization
0.000	Sig. (2-tailed)	
0.911**	coefficient	After the quality of the performance
0.000	Sig. (2-tailed)	
0.918**	coefficient	After quality products and services
0.000	Sig. (2-tailed)	
0.950**	coefficient	After creativity
0.000	Sig. (2-tailed)	

Source : Researchers based on the results of the computer

We will discuss the above matrix through the following sub-assumptions

- **1<sup>st</sup> sub-hypothesis** : There is a significant correlation between post-mental image of the organization and sustainable competitive advantage. To test the previous hypothesis, a simple linear correlation coefficient was used and the results are shown in Table (6)

**Table 6.correlation coefficient between the organization's mental image and sustainable competitive advantage**

Sustainable Competitive Advantage	variable	
0.885**	Coefficient of correlation	After the mental image of the organization
0.000	Sig. (2-tailed)	

Source : Researchers based on the results of the electronic calculator.

**Table (6)** shows that there is a high correlation between the organization's mental image and sustainable competitive advantage. The correlation value was 0.885, and the value

of Sig was also shown. Less than 0.05 which leads to a significant correlation coefficient value. This indicates that the sample in question recognizes the importance of (improving the mental profile) of workers in order to achieve sustainable competitive advantage .

- **2<sup>nd</sup> sub-hypothesis** :There is a significant correlation between the identity of the organization and the sustainable competitive advantage. To test the previous hypothesis, a simple linear correlation coefficient was used and the results are shown in Table (7).

**Table (7): correlation coefficient between the organization's identity dimension and sustainable competitive advantage**

Sustainable Competitive Advantage	variable	
0.929**	Coefficient of correlation	After the identity of the organization
0.000	Sig. (2-tailed)	

Source : Researchers based on the results of the electronic calculator

**Table (7)** shows that there is a high correlation between the organization's identity dimension and sustainable competitive advantage. The correlation coefficient value is 0.929, and the value of Sig appears. Less than 0.05 which leads to a significant correlation coefficient value. This indicates that the sample in question recognizes the importance of (the identity of the organization) among the workers in order to achieve sustainable competitive advantage .

- **3<sup>rd</sup> sub-hypothesis** : There is a significant correlation between the quality of performance and sustainable competitive advantage. To test the previous hypothesis, a simple linear correlation coefficient was used and the results are shown in Table (8)

**Table (8): correlation coefficient between quality performance and sustainable competitive advantage**

Sustainable Competitive Advantage	Variable	
0.911**	Coefficient of correlation	After the quality of the performance
0.000	Sig. (2-tailed)	

Source Number of researchers based on the results of the electronic calculator:

**Table (8)** shows that there is a high correlation between the quality of performance and the sustainable competitive advantage. Less than 0.05 which leads to a significant correlation coefficient value. This indicates that the sample is aware of the importance of quality (performance) of the workers in order to achieve sustainable competitive advantage:

- **4<sup>th</sup> sub-hypothesis:** There is a significant correlation between the quality of products and services and the competitive advantage. To test the previous hypothesis, a simple linear correlation coefficient was used and the results are shown in Table (9)

**Table (9) represents the correlation coefficient between the quality of products and services and sustainable competitive advantage**

sustainable competitive advantage	Variable	
0.918**	Coefficient of correlation	After quality products and services
0.000	Sig. (2-tailed)	

Source :Researchers based on the results of the electronic calculator

Table: (9) shows that there is a strong correlation between the quality of products and services and sustainable competitive advantage. The correlation coefficient value was 0.918, and the value of Sig was also shown. Less than 0.05 which leads to a significant correlation coefficient value. This indicates that the sample in question recognizes the importance of the quality of the products and services of the workers in order to achieve sustainable competitive advantage.

- **5<sup>th</sup> sub-hypothesis:** There is a significant correlation between post-creativity and sustainable competitiveness. To test the previous hypothesis, a simple linear correlation coefficient was used and the results are shown in Table(10) :

**Table 10: The correlation coefficient between creativity and sustainable competitive advantage**

sustainable competitive advantage	Variable	
0.950**	Coefficient of correlation	After creativity
0.000	Sig. (2-tailed)	

Source: Researchers based on the results of the electronic calculator

**Table: (10)** shows that there is a high correlation between creativity and sustainable competitive advantage, with the value of the correlation coefficient 0.950 and the value of Sig. Less than 0.05 which leads to a significant correlation coefficient value . This indicates that the sample is aware of the importance of (creativity) in the employees to achieve sustainable competitive advantage. Based on the above, the correlation relationship can be explained by the fact that attention to the mental image of the organization and its identity and quality of performance and the quality of products and services provided to customers Sustainable competitiveness .

Based on the above hypotheses, which are based on the first main hypothesis, we conclude that the first major hypothesis is accepted, which states that there is a significant correlation between the position of the organization in its dimensions and the competitive advantage in its dimensions .

#### 4.4 . Analyzing effect relations among research variables

For the purpose of covering this paragraph, the impact of the independent variable was measured by the organization's position on the dependent variable of sustainable competitive advantage through the second main hypothesis :

- The independent variable (organization status) has an impact on the dependent variable of sustainable competitive advantage from second main hypothesis.

To test the previous hypothesis, multiple linear regression analysis was used to determine the effect of the independent variable (Organization position) on the dependent variable (sustainable competitive advantage), and the results are shown in Table11 .

**Table (11) represents the variance analysis of the multiple regression model to demonstrate the impact of the organization's position on sustainable competitive advantage**

Sig.	F- Test	Medium boxes	Temperature	Total Boxes	Model
0.000	164.566	3947.006	5	19735.028	Curve
		23.984	54	1295.155	Error
			59	21030.183	Total

Source: Researchers based on the results of the electronic calculator

It is obvious from table (11) that the value of Sig. Was less than 0.05, indicating that there was a significant effect of the independent variable (organization status) on the dependent variable. The value of the  $R^2 = 93.8\%$  and the modified limiting factor  $R^2 = 93.3\%$  (The position of the organization) in interpreting the changes that may occur in the dependent variable (sustainable competitive advantage

(F) was greater than the (F) table. This indicates that there is a significant effect on the organization's position on sustainable competitive advantage and this fulfills the second main hypothesis.

The previous main hypothesis can be represented by five sub-hypotheses to measure the effect of the five dimensions of the organization position variable on the variable of sustainable competitive advantage as follows:

•**1st sub-hypothesis** There is an impact of remoteness of the organization's mental image upon sustainable competitive advantage .

To test the previous hypothesis, the t-test was used. The results are shown in the following table (12) where the value of F) was shown to be greater than (F). This indicates that there is a significant impact of remoteness of the organization's mental image upon sustainable competitive advantage .

**Table (12) represents the t-test of the multi-linear regression model to demonstrate the extent to which the organization's mental image has an impact on sustainable competitive advantage**

Decision of existing auto-correlation problem	Darrin Watson Value	Siq.	T accounted value	Descending coefficient B	$\bar{R}^2$ Corrected limitation coefficient	limitation coefficient $R^2$	Dimension
Mone	2.066	0.000	14.499	2.900	0.780	0.784	The mental image of the organization

Source : Researchers based on the results of the electronic calculator

**Table(12)** shows that there is a significant effect of the dimension of the mental image of the organization on the competitive advantage of sustainable, with the value of Siq. ( $R^2$ ) and (78.4%) (78%) showed the high contribution rate of the organization's mental image variable in interpreting changes to the dependent variable (B) A change of one unit in the mental image of the organization will result in a direct change in the sustainable competitive advantage of (2.900), and the absence of the self-correlation problem is shown as the value of Derben and Watson (2.066):

**2<sup>nd</sup> Sub-hypothesis** : There is an impact of the Organization's dimension of identity on sustainable competitive advantage. To test the previous hypothesis the t-test was used and the results are shown in the following table (13):

**Table (13) represents the t-test of the multiple linear regression model to demonstrate the impact of the organization's identity dimension on sustainable competitive advantage**

Decision of existing auto-correlation problem	Darrin Watson Value	Siq.	T accounted value	Descending coefficient B	$\bar{R}^2$ Corrected limitation coefficient	limitation coefficient $R^2$	Dimension
None	1.667	0.000	19.062	2.722	0.860	0.862	Organization ID

Source : Researchers based on the results of the electronic calculator

Table (13) shows that there is a significant effect of the dimension of the organization's identity on sustainable competitive advantage, with the value of Siq. (86.2%) and (86%). The high contribution of the variable of the organization's identity to the interpretation of the changes occurring in the dependent variable means the sustainable competitive advantage. The value of B indicates a change of one unit in The identity of the organization will lead to a direct change in the sustainable competitive advantage of (2.722), as shown by the absence of the problem of self-correlation as the value of Derben and Tesson (1.667) .

**3<sup>rd</sup> sub-hypothesis:** There is an impact of quality performance on sustainable competitive advantage. To test the previous hypothesis, test (t) was used and the results are shown in the following table (14)

**Table (14) represents the t-test of the multiple linear regression model to demonstrate the impact of the quality of performance on sustainable competitive advantage**

Decision of existing auto-correlation problem	Darrin Watson Value	Siq.	T accounted value	Descending coefficient B	$\bar{R}^2$ Corrected limitation coefficient	limitation coefficient $R^2$	Dimension
None	2.093	0.000	16.861	3.491	0.828	0.831	Performance quality

Source: Researchers based on the results of the electronic calculator

Table (14) shows that there is a significant effect on the quality of performance on sustainable competitive advantage, with the value of Siq being less than 0.05, which means the value of both the  $R^2$  and  $R-2$  (82.8%). The high contribution of the variable of quality of performance to the interpretation of changes in the dependent variable is a sustainable competitive advantage. The value of B shows that a change of one unit in the quality of performance will result in a direct change in the competitive advantage of 3.491. Derben and Watson (2.093):

**4<sup>th</sup> sub-hypothesis** : There is an effect of the quality of products and services on sustainable competitive advantage to test the previous hypothesis t test was used and the results are shown in the following table (15).

**Table (15) represents the t-test of the multiple linear regression model to demonstrate the impact of the quality of products and services on sustainable competitive advantage :**

Decision of existing auto-correlation problem	Darrin Watson Value	Siq.	T accounted value	Descending coefficient B	$\bar{R}^2$ Corrected limitation coefficient	limitation coefficient $R^2$	Dimension
None	1.788	0.00	17.686	3.968	0.841	0.844	Quality of products and services

Source: Researchers based on the results of the electronic calculator

Table (15) shows that there is a significant effect of the quality of products and services on the competitive advantage of sustainable Siq value. Less than 0.05, meaning the value of each of the selection coefficient ( $R^2$ ) and ( $R-2$ ) (84%) and 84% (84%). The high contribution of the quality variable of products and services to the interpretation of changes to the dependent variable is a sustainable competitive advantage. The value of B indicates that a single unit change in product quality Services will result in a direct change in the sustainable competitive advantage of (3.968), and the absence of the problem of self-correlation shows that the value of Derben and Watson (1.788) .

**5<sup>th</sup> sub-hypothesis:** There is an effect of the dimension of creativity on the sustainable competitive advantage to test the previous hypothesis. The t-test was used and the results are shown in Table (16) :

**Table (16) represents the test of (t) of the multi-linear regression model to demonstrate the effect of the post-creativity impact on sustainable competitive advantage:**

Decision of existing auto-correlation problem	Darrin Watson Value	Siq.	T accounted value	Descendin g coefficient B	Corrected limitation coefficient	limitation coefficient R <sup>2</sup>	Dimension
None	2.050	0.000	23.198	3.259	0.901	0.903	Creativity

Source: Researchers based on the results of the electronic calculator

**Table (16)** shows that there is a significant effect of the dimension of creativity on sustainable competitive advantage, with the value of Siq. Less than 0.05, and the value of both the R<sup>2</sup> and R-2 (3. 90%) and (90.1%) mean the high contribution of the variability variable to the interpretation of the changes to the dependent variable (3,259). The lack of self-correlation is also evident as the value of Derben and Watson (2.050)

### 5- Conclusions and Recommendations

This topic deals with the conclusions reached in the light of the results of the research, and addresses the most important recommendations for these conclusions and will be addressed as follows:

- **Conclusions:** Based on the findings of the research we reached the following conclusions:
  1. The responses of the sample indicated show that there is agreement on the availability of the dimensions of the Organization's status in general through the availability of (the identity of the organization, the mental image of the organization quality of performance, quality of products and services, and creativity) as well as the competitive advantage of sustainable
  2. The results of the research show the existence of an agreement among the sample members to pay attention to the dimensions of the status of the organization in achieving the sustainable competitive advantage, as shown by the results of the statistical analysis of the dimensions studied and analyzed
  3. The statistical results showed that after the quality of products and services was very clear among the sample by obtaining first place .
  4. The statistical results showed that after the quality of products and services was very clear among the sample by obtaining first place .
  5. It is clear from the responses of the respondents that there is satisfaction for the employees where their answers were towards (fully agree) due to the attention of the senior management with the aim of gaining their satisfaction to achieve the required excellence in performance .
  6. It is clear that the company pays clear attention to know the direction of the competitors and their future strategies .
  7. The company's interest in improving its mental image among employees has been demonstrated to be reflected in the external environment.
  8. The results of the statistical analysis showed a significant correlation between the organization's overall position and the overall competitive advantage .



9. The results of the statistical analysis indicated that there was a significant effect on the organization's overall status in the overall competitive advantage.

- **Recommendations:**

In the light of the conclusions reached, the researchers put together a set of recommendations that can be used in the general business organizations and the company in particular as follows :-

1. Work to build the status of the organization in general and the organization specifically investigated because they promote and support the competitive advantage through sustainable and through :-
  - A. Build a good reputation for the company in the minds of the beneficiaries.
  - B. To be credible in all its operations, such as performance, production, services, sales, advertising and advertising, and all that relates to the company with the customer .
  - C. Attention to development and adaptation to developments in the external environment .
2. The importance of the company's attention to the quality of products and services through the process of continuous improvement in line with the tastes of customers for their importance in achieving competitive advantage sustainable .
3. The necessity of the company's attention to the application of information technology due to its importance in the completion of the company's work, which can be involved in the design of the product and show it with high quality .
4. The company must increase its ability to meet the expected demands of customers.
5. The need to increase the company's interest in developing the skills and knowledge of employees as the main supplier to achieve excellence in order to achieve sustainable competitive advantage through internal and external training .
6. The company shall increase its market share by taking advantage of unutilized market opportunities .
7. The company should look at sustainable competitive advantage from two perspectives: the first is based on its knowledge of how to maintain its position among competitors, and the external one is the power of competition in the market, which allows it to create or achieve unique resources
8. The need for the company to develop a production strategy to face external competition in matters related to it

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