



## The role of strategic sensitivity in organizational brilliance - field research in Al-Ghadeer Hospital

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**Abstract:** The current research aims to find out the effect of strategic sensitivity on organizational brilliance. The research problem was represented in an important question, which is (Is there an effect of strategic sensitivity on organizational brilliance). To explain the relationship between the main research variables, two main hypotheses of correlation and influence were formulated and sub-hypotheses were derived from them. In order to achieve the objectives of the research, the descriptive analytical method was used to survey the opinions of a number of employees at Al-Ghadeer Al-Ahli Hospital. The sample included (65) employees out of a total population of (147) employees. The purposive sampling method was used. Their opinions were surveyed using a precise questionnaire form, and to analyze The data was used with the statistical program SPSS and EXCEL, and the statistical methods used are (Spearman correlation coefficient and simple linear regression coefficient). The research reached a number of conclusions, the most important of which is that there is an effect of strategic sensitivity on organizational brilliance.

**Keywords:** strategic sensitivity and organizational brilliance.

## INTRODUCTION

The external environment has many turning points that organizations need to accurately diagnose in order to be able to determine the competitive forces that represent great importance in the strategy industry. Strategic sensitivity analysis is a major entry point for analyzing the opportunities and threats facing the organization in the industry environment by identifying strong competitors and the extent of their effectiveness and influence in the market, as well as determining Weak competitors, and how to penetrate and grow in the markets in which they operate in order to be able to produce products that place them at the top of the pyramid among naturalized organizations. It is important to realize a basic fact, which is that the infrastructure of strategic management depends on the precise identification of strategic factors in the internal and external environment. They constitute the basic inputs to strategic management, which are derived from a point of strategic balance between the organization's ability to seize opportunities and identify risks in its external environment and the strengths and weaknesses in its internal environment.

## Methodology

### Research problem:

Reading the environment is one of the important basic requirements for all companies in the world. The role of strategic sensitivity lies in sensing the environment and knowing its strengths and weaknesses, as well as being wary of threats and exploiting opportunities with the organization's strong insight, acumen, and means of detecting and reconnaissance of what is happening around it for the purpose of predicting what will happen

in the future. The aforementioned organization lacks the means, methods and mechanisms that enable it to read the environment, as well as the lack of the human resource that helps the organization anticipate its environment, which constitutes a real problem in the wheel of progress and growth. Through this, the following questions can be put:

A- What are the means and mechanisms that enable the organization to know the environment?

B- What is the organization's level of organizational outlook?

T- How can the organization shine through knowledge of the environment?

W- What is the role and impact of strategic sensitivity in organizational brilliance?

### Research objectives:

The research objectives can be clarified as follows:

A- Identifying the role played by strategic sensitivity management in the researched organization.

B- Identifying the means and mechanisms of strategic sensitivity.

C- Determining the nature of the correlations and influence between the research variables (strategic sensitivity, organizational brilliance).

### Research importance

The importance of the research can be explained as follows:

A- The research derives its importance from the importance of the topic, strategic sensitivity and organizational brilliance

B- Developing awareness among those concerned in the researched organization in improving strategic sensitivity capabilities

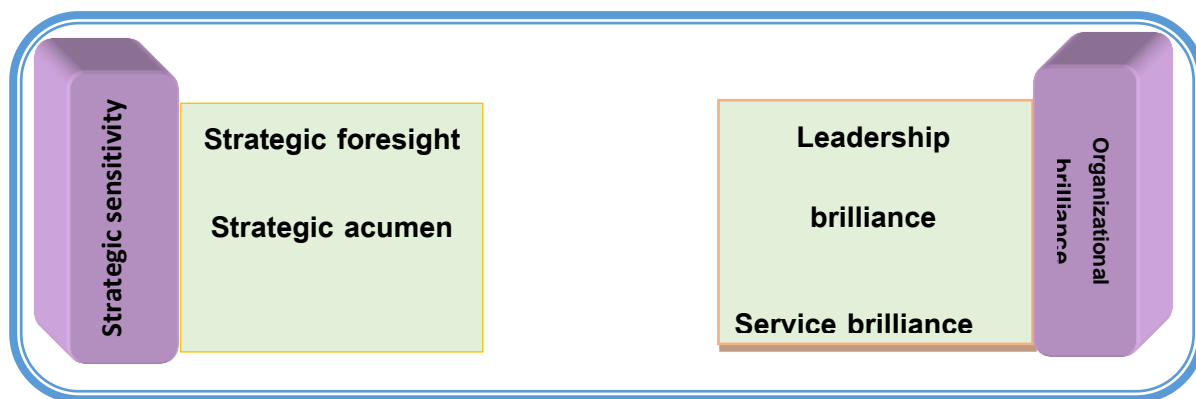
C- Directing the attention of the management of the researched organization to the importance of coherent environmental forecasting through sensitivity and insight to read the future.

D- Supporting the health sector by enhancing the human capabilities of individuals and achieving the future of the organization.

### Research assumes

The first main hypothesis: (H1): There is a significant correlation between strategic sensitivity and organizational brilliance, which stems from the following:

### Hypothetical outline of the research



Source: Prepared by researcher

Figure (1) shows the hypothetical research scheme

## The theoretical side

### Strategic sensitivity:

#### The concept of strategic sensitivity

Strategic sensitivity describes an organization's ability to survey and develop knowledge about its adopted context, internally evaluate its capabilities and align functions and behavior in a way that moves it towards its goals and objectives. Sensitivity can be futuristic and focus on the current functions of the organization. Its interests focus on addressing uncertainties related to environmental change. (Agbeche, et.al, 2021:1854) Strategic sensitivity acts as a driving force for changes in various attitudes and behaviors among organizational members, and therefore trainers can enhance this type of support by informing organizational leaders about the sensitivity of the adopted type (Wood & Lenze, 1991:17). ). Dawes and Kosonen (2008) studied multinational companies and showed how companies operating globally face the need to build and maintain strategic sensitivity. On the one hand, the company must be able to adapt to changes, and on the other hand, the company must be able to act based on the changes. It also means that more emphasis is placed on understanding current situations as they develop rather than on creating insight, understanding and strategic plans (Kosonen, 2008). This requires rich connections and networks with the outside world and within the company. However, it is not easy to build such communication because the flow of knowledge and information depends on each individual's desire and ability to achieve communication and knowledge sharing. (85): Lehtimäki, & Karintaus, 2012). Strategic sensitivity

• H11: There is a significant correlation between strategic foresight and organizational brilliance.

• H12: There is a significant correlation between strategic acumen and organizational brilliance.

The second main hypothesis (H2): There is a significant effect between strategic sensitivity and organizational brilliance, which stems from the following:

• H11: There is a significant effect between strategic foresight and organizational brilliance.

• H12 There is a significant effect between strategic acumen and organizational brilliance.

is considered a business necessity in the competitive environment as it helps organizations stay in touch with the dynamic environment by making the required adjustments and proactive measures. Organizations that lack strategic sensitivity therefore face problems of becoming disconnected from customers, business trends, and other stakeholders in the business. (9: Mavengere, 2013). Strategic sensitivity: means openness, insight, and awareness of a large capacity of information by maintaining relationships with a diverse group of individuals and organizations. Strategic sensitivity consists of several foundations, and through these foundations the organization can reach strategic sensitivity and thus achieve the organization's goals as quickly as possible and at the lowest costs. (Muhammad, et al, 2020:86). Strategic sensitivity describes an organization's ability to scan and develop knowledge about its context, internally evaluate its capabilities and align its functions and behavior in a way that moves it toward its goals and objectives. It can also be futuristic in addition to focusing on the current functions of the organization. (Diete-Spiff, 2021:35)

#### The importance of strategic sensitivity:

Strategic sensitivity is an important tool for generating values through which organizations are able to demonstrate a tangible difference by providing performance at the internal and external levels, and also achieve continuous development of strategy and innovation through collecting and sharing knowledge at the organizational level (Hussein and Muhammad 2022: 178). Strategic sensitivity also enhances the organization's ability in the market and thus it becomes aware of strategic developments that allow it to renew and transform, which helps the merged

companies to renew or transform their resources. It also allows for the complementarities of their resources and they become unique and therefore difficult for competitors to imitate (Junni, et al, 2015:6). It also enables the organization to quickly reach and discuss strategic decisions and its ability to interact with the changing environment and identify strengths and weaknesses while taking corrective measures to achieve the desired goals (Alon, et.al, 2017: 8). Strategic sensitivity is also the ability through which a company obtains inputs from the environment, discovers key market opportunities, and recognizes internal strengths/constraints related to its strategic priorities and market conditions. Strategic sensitivity enables the company to constantly reinvent its value propositions to pursue opportunities. Untapped market and meeting customers' changing needs and preferences over time. Strategic sensitivity also enhances a company's awareness in terms of allowing it to evaluate the cost structures and revenue streams associated with its value propositions and configure its activity systems more effectively. Clauss, et.al, 2019:9). Strategic sensitivity increases the sharpness of perception, intensity of awareness, and interest in strategic issues. Increasing strategic sensitivity requires expectation, experimentation, distancing, and reformulation in order to achieve the strategic goal for which the organization was established.. (Djaja, & Arief, 2015: 1226). The continuous success of organizations in achieving their goals requires the correct availability of a number of organizational variables, the most important of which is strategic sensitivity (Hamed, 2023:4).

### **Dimensions of strategic sensitivity**

(Adim, & Maclayton 2021:50) identified two dimensions of strategic sensitivity, which are (strategic foresight and strategic acumen).

#### **Strategic foresight**

As Slaughter (1997:2) pointed out, strategic foresight has a logical basis that indicates that the world is not static but is changing rapidly. Forward perspectives are not an abstract idea. Strategic foresight enables the organization to obtain multiple perspectives regarding the future and gain resources significantly. This involves interpreting trends, various signals and other drivers. The most important part of strategic foresight is to see and identify future sources of competitive advantage in order to gain them (Pulsiri & Vatananan, 2021:131). Foresight is often used in strategic planning or analysis and accordingly, Popper suggests (2008) share a number of common goals using strategic foresight, some of which include "promoting collaboration and linkage between science, technology and innovation (Ferriolo, 2019:43). Strategic foresight works as part of strategic agility, identifying, monitoring and interpreting the factors that drive change, and identifying the impacts specific to the organization and eliciting appropriate organizational responses. Strategic foresight includes appreciation, learning, and anticipation of trends in the business environment and relies heavily on pattern recognition and focuses on the short and long term, which is called the path of changes.

#### **Strategic acumen (insight)**

Insight is the ability to know the present and act in it in order to meet the individual's needs related to the future in order to achieve the desired goals. Insight refers to understanding complex strategic situations as they develop and being prepared to benefit from them when they are discovered and in the present by extracting knowledge from complex strategic situations as they emerge and

analyzing them so that the organization can benefit from the situations as they emerge (Doz & Kosonen, 2008). Foresight is also a systematic approach to looking beyond the expectations obtained, taking into account developments related to the future in order to determine the implications of the organization's policies today (Lari, et.al. 2020: 177). Conduct a systematic survey to identify opportunities and developments and what business options are currently open, then follow up analytically to determine alternative future outcomes (Martin, 2010: 41.)

## **Organizational brilliance**

### **The concept of organizational brilliance:**

Organizations today face many challenges, which prompts them to search for innovative ways to provide services and achieve goals with the highest possible efficiency. Depending on the organizations and their activities, they always strive to gain a position with the public. Some organizations also seek to achieve a competitive advantage by possessing organizational brilliance through teamwork, a shared vision, and the exchange of goals. Between the organization and individuals (Al-Sayed, 2021: 21). Organizational brilliance is found not only in organizing activities but also in the organization's products, and therefore organizational brilliance illuminates itself and drowns its leaders, customers, and employees in order to achieve goals (Spoelstra, 2009: 381). Brilliance relates to the state of complete development or achieving a desired end state. Brilliance in organizations carries a similar meaning because it verifies whether the organization has progressed in becoming able to manage organizational processes and move forward towards its strategies effectively. Organizational brilliance considers the quality of organizational processes essential to achieving satisfactory results. By the organization. Organizational brilliance models provide an effective tool to make organizations able to move forward towards their organizational strategies. (Terouhid & Ries, 2016: 3). Organizational brilliance refers to the excellence achieved by employees as a result of the knowledge, skills, and innovations they possess or that distinguish organizations from others. The difference between excellence and brilliance is that excellence focuses on performing and improving processes, while brilliance focuses on organizational resources and capabilities. To achieve the organization's goals. Leslie, et.al 2015:265). Nafei pointed out that organizational brilliance is characterized by a high degree of progress resulting from the roles of employees who, in turn, employed the knowledge and leadership skills they possess towards their work, which makes the organization more distinguished from other organizations in providing services and other things. (Nafei, W, 2018: 29)

### **The importance of organizational brilliance**

(Hazim 2022: 54) pointed out the importance of organizational brilliance as follows:

- 1- Achieving organizational happiness for employees through continuous success and progress in the business world, as well as achieving organizational sustainability.
- 2- Improving the quality of services and products provided to customers, which contributes to the organization winning many international awards
- 3- The direct link between organizational brilliance and the concept of outstanding performance, meaning that achieving

better performance leads to achieving organizational brilliance.

(Al-Fahdawi, 2022: 248) also pointed out the importance of organizational brilliance due to its effects on the organization and employees, and this importance becomes clear as follows:

- 1- Striving to discover organizational talent through which it presents an organizational thought different from traditional ideas
- 2- It enhances the organization's competitiveness through focus On innovation.
- 3- It works to reduce resistance to organizational change by improving the supervisory level of performance.
- 4- It contributes to maximizing the profits achieved by the organization through good capabilities in exploiting human and material resources.
- 5- It is considered one of the brilliant phenomena through which the organization's comprehensive vision is made clear to the organization's members.

### Principles of organizational brilliance

There is a set of principles that must be relied upon by ambitious organizations to achieve organizational brilliance and make it one of their most important strategic priorities because of its great importance in the organization's survival for a longer period, and one of the most important of these principles is (Mahmoud and Karim 2022: 72).

- 1-Determine the comprehensive and subsidiary goals of the organization and employees and work hard to achieve them by the best approved means and methods.
- 2- Active participation in transferring some powers from the higher administrative levels to the lower administrative levels, which increases the knowledge of individuals with high potential.
- 3- Achieving employee and stakeholder satisfaction.
- 4- Providing material and moral support from senior management in a way that stimulates employees' motivations towards better achievement.
- 5- Activating knowledge sharing in a way that benefits everyone to achieve goals.

### Dimensions of organizational brilliance

Organizational brilliance consists of three dimensions identified by (Al Shobaki & Naser, 2016:70)

**1- Leadership brilliance:** Leadership brilliance is considered one of the most important basic pillars on which advanced management is based, as contemporary management requires superior capabilities of the leader in order to be able to keep pace with the developments and changes imposed by the knowledge era. There is no doubt that leaders who have high strategic sensitivity in recognizing shortcomings and problems in all situations have opportunities to increase their competition in research and writing about them, and thus the possibility will push them towards brilliance.

**2- Service brilliance:** Under brilliance management, resorting to competitors is an indication that there is something wrong with the service method, and these symptoms lead to developing an action plan to correct these errors or other defects. There is no doubt that using the structural portal to solve problems makes it possible to move towards continuous improvement. This means that the brilliance in the service is its development with distinct recipes and provides more opportunities for the organization to set exceptional prices. For example, if a supplier increases the prices of inputs, the organization may be able to transfer them to its customers. Who cannot easily obtain alternative products due to their unique qualities.

**3- Cognitive brilliance:** Many researchers have explained the qualities that distinguish knowledge from the organization's other resources. These qualities are intangible and therefore difficult to measure. They are increasingly used and can be used in different processes at the same time, embodied in individuals with cognitive abilities. It has a wide-ranging impact on the organization and can be used for a very long time.

### The practical side

#### Analysis of relationship hypotheses

The research assumed the first main hypothesis (there is a significant correlation between strategic sensitivity and organizational brilliance), and statistical methods were used in the statistical program (SPSS) and the Spearman correlation coefficient to determine the type of relationship between the main and subsidiary variables of the research, as in Table (2).

Table (2): Shows the results of correlations between strategic sensitivity and organizational brilliance

The Independent \ Approved	Leadership brilliance	Service brilliance	Cognitive brilliance	Organizational brilliance
Strategic foresight	0.578**	0.667**	0.693**	0.701**
	0.000	0.000	0.000	0.000
Acumen (strategic insight)	0.643**	0.601**	0.596**	0.741**
	0.000	0.000	0.000	0.000
Strategic sensitivity	0.719**	0.678**	0.698**	0.772**
	0.000	0.0000	0.000	0.0000

**Source:** Prepared by researchers based on the outputs of SPSS and Excel.



Through the results of Table No. (2), it was shown that there is a positive direct correlation, as it reached (0.772\*\*) and at a level of significance (0.000). This means that the organization's future survey and outlook reveals future trends and visions that enable it to develop creatively and continuously communicate. . This indicates acceptance of the main hypothesis (there is a significant correlation between strategic sensitivity and organizational brilliance). As for the sub-hypotheses:

A - The first sub-hypothesis: There is a correlation between strategic foresight and organizational brilliance. According to Table No. (2), it reached (0.701\*\*) with a significance level of (.0000). This means that strategic foresight contributes to clarifying the picture through future forecasting and enhancing The mentality to initiate the development of the organization's activities and tasks, thus accepting the first sub-hypothesis (there is a significant correlation between strategic foresight and organizational brilliance).

B- The second sub-hypothesis: There is a correlation between strategic acumen and organizational brilliance. According to Table No. (2), it reached (0.741\*). and at a significance level (0.000), this means that the acumen and knowledge of human resources and organizational leadership enhance the distinguished and bright side of the organization, and thus the hypothesis is accepted (there is a significant correlation between strategic acumen and organizational brilliance)

## Impact hypotheses

Table (3): Shows the results of the impact of strategic sensitivity and organizational brilliance

		Dependent variable: Organizational brilliance		
Independent variable	Sig	Factor R2	A	B
Strategic sensitivity	0.000	0.661	1.331	0.701
Foresight is strategic	0.000	0.632	1.562	0.709
Strategic acumen	0.000	0.701	1.605	0.711

**Source:** Prepared by the researcher based on the outputs of SPSS and Excel.

It is clear from Table (3) that there is an effect of strategic sensitivity on organizational brilliance at a level of (0.000). This means that sensitivity and perception of the desired future gives similarity to the environment, reading of ideas and opportunities expected to occur, as well as caution against threats, and thus acceptance of the second main hypothesis (there is an effect of strategic sensitivity In organizational brilliance). As for the coefficient of determination (R2), the amount of (0.701) explains the contribution of strategic sensitivity to organizational brilliance. As for the sub-dimensions:

A - Strategic Foresight: Table (3) revealed an effect model for strategic foresight on (organizational brilliance), below the level of significance (sig=0.000), which is less than the significance value (0.05), as the value of the coefficient of determination reached( 0.709)) and indicates that Strategic foresight explains the value of (42%) of organizational brilliance, and the value of (( $\beta$  = 0.633), meaning that a single unit change in strategic foresight will lead to a change in organizational brilliance by (63%), and this means that strategic foresight, and this means that the tools of foresight Organizational development leads to drawing clear maps that enable the organization to shine. Thus, this result provides sufficient support to accept the first sub-hypothesis of the second main hypothesis, which states (there is a significant, statistically significant effect of strategic foresight on organizational brilliance), which is considered a good effect, and with an agency regression model:

**Organizational brilliance(Y)=1.562+0.701(Strategic foresight)**

B - Strategic acumen: It was shown in Table (3) an effect model for strategic acumen on (organizational brilliance), below the level of significance (sig = 0.000, which is less than the significance value (0.05), as the value of the coefficient of determination reached (0.461) and indicates that acumen The strategy explains the value of (46%) of organizational brilliance, and the value of (( $\beta$

= 0.711), meaning that a single unit change in strategic acumen will lead to a change in strategic brilliance by (64%), and this means that the mental capabilities of individuals create insight and a style of understanding and conscious perception. For the future, this result provides sufficient support to accept the second sub-hypothesis of the second main hypothesis, which states (there is a statistically significant effect of strategic acumen on organizational brilliance), which is considered a good effect and in an agency regression model:

**Organizational brilliance(Y) = 1.605+0.711 (Strategic acumen)**

## Conclusions and recommendations

### Conclusions

1- From the results obtained, it became clear to us that there is a role for strategic sensitivity in organizational brilliance, as a positive and significant relationship was found between the two variables and its dimensions. This means that architecture is achieved whenever factors and indicators are available that contribute to increasing opportunities and enhancing capabilities in reducing threats.

2- It became clear from the results obtained that there is no effect of strategic sensitivity on organizational brilliance, and this means that it has the ability to understand the contemporary environment.

3- It is clear to us from the results that foresight is very important for increasing brilliance, bonds, and enhancing support

4- From the results, it is clear that strategic sensitivity enhances the strength of strategic resource support in the external environment

5- The results indicate that supporting strategic cohesion through strategic sensitivity reduces the strength and risks to which the organization is exposed.

## Recommendations

- 1- Seeking to pay attention to the vision of the future with a survey of the environment in line with the organization's goals
- 2-The need to involve experts and insightful resources in solving problems and submitting the required proposals
- 3- Holding training and educational workshops for employees to develop their skills and abilities and enable them to contribute to promoting the organization's goals.
- 4- Setting a priority for conscious leadership in enhancing the organization's capabilities and improving its emotional intelligence.

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