



The Impact of Strategic Capabilities in Achieving Sustainable Competitive Advantage: An Exploratory Study in the Opinions of a Sample of Workers in the General Company for Southern Fertilizer Industry

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ABSTRACT

The study seeks to examine the influence of strategic skills as an independent variable across its dimensions (technical knowledge to build value, and the ability to generate having resources). As a dependent variable, the technology utilised on long-term competitive advantage and its cost aspects (Cost, Quality, Delivery, Flexibility). Among the present challenges are research subjects aimed at assisting firms in discovering and developing strategic skills that support the researched company in a confrontation with rival companies and the studied company's capacity to stabilise and assure success Quality and inventiveness. The questionnaire was the main instrument used by the researchers to gather data pertaining to choosing a random sample of (95) respondents for sample analysis. The researchers discovered a number of findings, the most significant of which is the presence of a link and the influence of the correlation between the independent variable and the strategic competencies and their dimensions. The dependent variable and the dimensions of long-term competitive advantage. This indicates that long-term competitive advantages are derived from the components of the services given by the firm in question whenever the research sample companies have the technical expertise to generate value in the offer presentation while offering goods and services to clients. The more they may gain long-term competitive advantages in their workplace.

Keywords: Strategic Capabilities, Competitive Advantage, Sustainability, Fertilizer Companies.

INTRODUCTION

Strategic capabilities are one of the primary pillars in obtaining a sustained competitive advantage by defining the company's talents, skills, and certifications (King & Lakhani, 2011). Companies have recently been highly interested in creating strategic skills as a key and critical axis for survival and development in the face of an intense competitive environment (DeSarbo et al., 2005). Excellence will be awarded to companies that have the capabilities to provide high-quality services at an appropriate price while also enjoying a sustainable competitive advantage that distinguishes them from other competing companies and meeting the needs and desires of customers and customers at a lower cost and comprehensive diversity in an easy and appropriate manner.

Spendlove (2007) The study's goal is to examine strategic capabilities as methods of integration and coordination, as well as a useful source of knowledge exchange, and to illustrate their influence on obtaining long-term competitive advantage, which has piqued scholars' curiosity and sparked widespread debate. Excellence will be awarded to companies that have the capabilities to provide high-quality services at an appropriate price while also enjoying a sustainable competitive advantage that distinguishes them from other competing companies and meeting the needs and desires of customers and customers at a lower cost and comprehensive diversity in an easy and appropriate manner. According to Silber & Kearny (2009) the research was divided into four axes: the first dealt with research methodology, the second with the theoretical aspect of the research represented by strategic capabilities as an independent variable through its dimensions (technical knowledge to build value, the ability to generate and own resources, and the technology used) on competitive advantage as a dependent variable. The third axis was concerned with providing the field element connected to diagnosing the actuality of the examined variables and evaluating the hypotheses on which the study was based. Influencing and making suggestions in the studied firm that were deemed to be relevant and applicable.

METHODOLOGY

First: Research Problem

Many businesses struggle to understand the significance and consequences of strategic capabilities, as well as how to develop and sustain them as a valued resource for organisational greatness. Particularly in firms that face significant rivalry, such as Southern General Fertilizer Industries (Field of research). because of the severe rivalry between both domestic and imported fertilisers. It is its job to restore the Iraqi consumer's trust in

distinctive indigenous goods and to preserve its market position and share; as a result, the research challenge expressed itself in the following questions:

1. Is there a clear view among the sample company's management and workers looking for a notion of strategic capabilities and competitive advantage?
2. What are the cognitive and conceptual pillars that underpin strategic competencies and competitive advantage?
3. Are there strategic competencies in the firm Southern General Fertilizer Industry?
4. Is there a link between strategic competencies and competitive advantage?
5. Does strategic capability have an impact on gaining a competitive advantage?

Second: Research Importance

1. Knowing the framing of theoretical and applied contributions to the topic of strategic decisions.
2. Helping the general fertilizer company to make the best use of it, the ability of the General Company for Southern Fertilizer Industry to compete.

Third: Research Objectives

1. Examine the nature of the correlation and influence relationship between strategic capabilities and competitive advantage.
2. Description and diagnosis of the elements and variables of the strategic capabilities and competitive advantage adopted in the researched organization.
3. Disclosure and definition of strategic capabilities and competitive advantage. According to researchers' directions.
4. Determine the most essential variables of strategic capabilities, relationship, impact and competitive advantage in the researched company.

Fourth: the hypothesis of the study

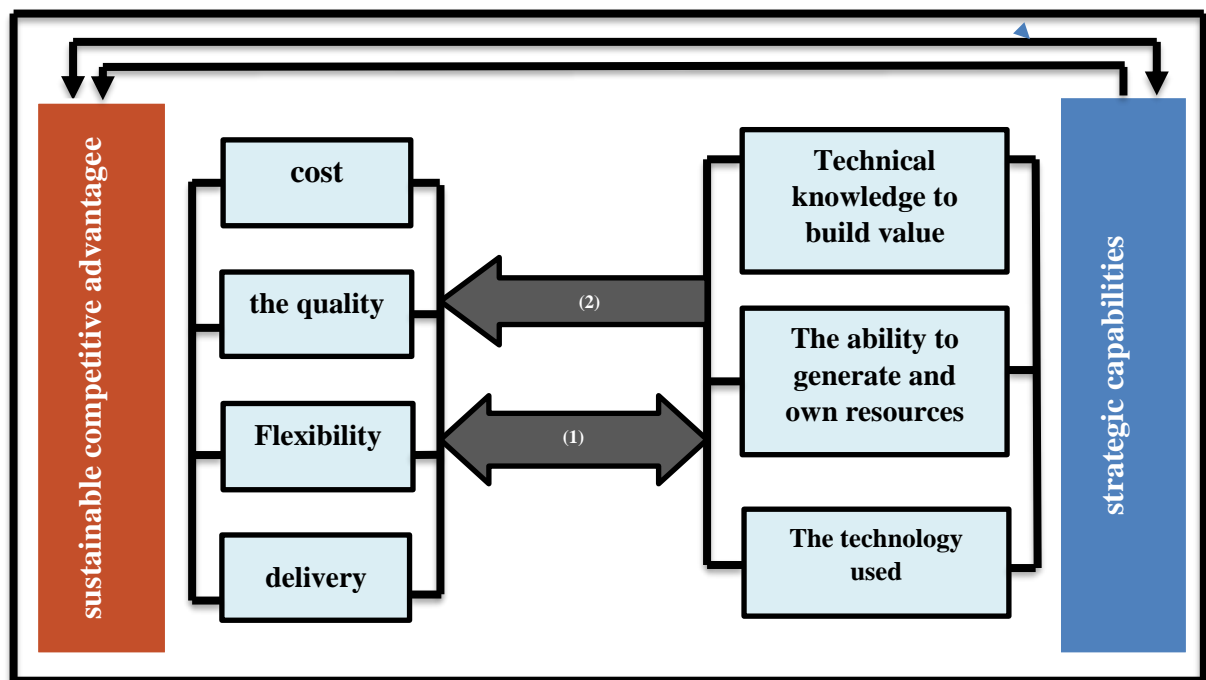
In light of the problem of the study and taking into account the achievement of its objectives, the two study hypotheses have been formulated as follows.

- A. **Study hypothesis:** There is a significant correlation between the independent variable strategic capabilities and its sub-dimensions and the dependent variable (competitive advantage) and its sub-dimensions at the general level.
- B. **Impact Hypothesis:** There is a significant impact relationship between the independent variable (strategic capabilities) and its sub-dimensions and the dependent variable (competitive advantage) and its sub-dimensions at the general level.

Fifth: Research Hypothetical Scheme

The systematic treatment of the problem of the study in the light of its theoretical framework and field implications requires the design of a hypothetical model that indicates the logical relationship between the independent variable (strategic capabilities) and the dependent variable (competitive advantage) of the study as an expression of the temporary solutions assumed by the researchers to answer the research questions mentioned. in the study problem. Figure (1) shows the hypothetical study model.

Figure (1) The hypothetical scheme of the research



Link 

Source: prepared by the researchers

Effect 

Sixth: Statistical Methods for Data Analysis

1. All the various scientific sources are available to a group of foreign and Arabic literature such as books, master's theses, periodicals, doctoral dissertations, articles and research in a field related to the variables of study, in addition to the sources provided by the scholar. Information network that enriched the theoretical side of the study area.
2. Visits and interviews with senior leaders
3. Questionnaire: The questionnaire was used to collect descriptive data obtained from the employees of the company under study, and the following steps were followed in

arbitration, preparation of the questionnaire, final preparation, distribution, and finally administration of the questionnaire.

Seventh: Research Limits

The limits of the study included the approved period for conducting this study, which extends from the date of 2023.

THE THEORETICAL ASPECT

Strategic capabilities

The concept of strategic capabilities

With the increasing interest in the management of intellectual capital and leaders in institutions that aspire to formulate and implement their plans aimed at development and lasting success in a turbulent world with the challenges of globalization and the need to achieve a competitive advantage through the complex environment and its rapid changes that are not kept pace with and equal to its dynamic challenges only the owners of productive minds Of the talented and creative, hence the intellectual debate about employing the knowledge and strategic capabilities of individuals to ensure the achievement of the goals and objectives of the institutions. (Brathwaite, 2015) To identify scarce resources (tangible and intangible) and difficult to imitate, and then use them with high efficiency in a manner that ensures the creation of additional value for the customer (Hautala, 2021) Managing the organization to achieve success through the optimal use of the organization's assets and various resources to enhance the competitive position of the organization so that they can survive and grow, adding value to customers that exceeds what competitors offer (Brinkman, 2015) group A complex and diverse set of skills, knowledge and behaviors accumulated over time that organizations use in various organizational processes, in a way that contributes to the coordination of organizational activities and the enhancement of benefits from existing assets. (Russell& Taylor, 2003) They disagreed about giving a specific concept to it. Still, they agreed that strategic capabilities stem from within the organization on its resources, and it is the strength of the organization that enables it to compete and survive. It is "the organization's ability to create new knowledge at an accelerated pace that surpasses Competitors' steps in a dynamic environment to achieve sustainable competitive advantage. (Kaliappen, 2019), as considered by both (Silber & Kearny, 2009) as the organizational skills and knowledge without which the organization does not exist, which makes the organization work better than any other organization and thus makes it unique (Zonooz, 2011).

Dimensions Strategic Capabilities

There is no consensus among researchers on a unified concept of strategic capabilities, so they differ on how to define its dimensions. Perhaps this difference is due to the researchers' view of the strategic capabilities. Some see skills in strategic terms, others in competitive, cognitive, or organizational terms. More importantly, all researchers (according to the knowledge of the researchers) agree on the importance of knowledge and experience in this field as basics in the formation of strategic skills.

Technical Knowledge to Build Value

The impact of the transition from a manufacturing economy to a knowledge-based economy indicates the dawn of the era of innovation and knowledge (Lu et al., 2008), given the rapid changes in economies over the past decade and the dynamic nature of the business environment and market dynamics prompted many business organizations to rethink In architectural models for building and developing strategic capabilities to be guided by knowledge and inferred from it as the main strategic resource in creation and generation of lasting value (Frigo, 2002). Knowledge is the process by which an organization generates value from its intellectual property and knowledge-based assets. (Brinkman, 2015) Perhaps what confirms the increasing interest in knowledge and the need to work on its management are two essential factors. The first is the development of the economies of developed countries and their orientation towards more highly specialized services, the concentration of knowledge in them, and the emergence of global technical and electronic industries, which in turn led to an increasing demand for workers with high technical skills. The second factor is the development of Information technology systems that have become a feature of advanced and success-seeking organizations. This indicates that the knowledge-based economy is based on human intellectual capabilities. The human effort is the driving force that drives the economy, which provides it with the ability to invent and create, and thus the added value (Karakaya, 2016). In all organizations, it is clear to the managements the importance of knowledge as it is the essential resource of the organization and skilled management to achieve competitive advantage (Lucarelli & Peters, 2001).

The Ability to Create And Own Resources

Resources are the sum of the financial, natural, human and cognitive assets, capabilities and skills that organizations possess, which give them the ability to activate their choices through various management systems. Therefore, you play an important role in the success of the

organization. represents the organization's resources, both tangible and intangible, and the elements of the strategy and a base on which its choices and performance are based if it deals well with these resources and uses them efficiently to outperform competitors (Auh & Menguc, 2005). The organization's resources are a group of strategic assets of high value to the organization, which cannot be dispensed with or part of it in any way. Indeed, an opportunity for the organization to achieve its objectives at a specific time lies in those strategic assets or some of them (Larson & Gray, 2014). The subject of the organization's resources has received a lot of attention from researchers since it was issued (Hugh & Mahen, 2000). As far as tangible resources are concerned, the balance sheet of the organization is the primary indicator that can be relied upon in determining clearly and accurately the extent of exploitation of these resources and the possibility of benefiting from them. As for intangible resources, it is customary among American organizations not to include them in the balance sheet, unlike European organizations whose balance sheet often includes certain items such as acquired goodwill and intellectual property (patents, trademarks) (Rigby et al., 2014). Also, the use of resources individually does not give real value to them, but when these resources are combined in specific proportions and in a creative way, in a way that serves the desires of consumers and leads to the emergence of the organization's products and services from other organizations, and then the capabilities are achieved correctly and lead to raising the value of the product and thus the value the customer (Arfmann, 2015).

The Technology Used

Several definitions have been provided by researchers to define the concept of technology as he defined it (Arner et al., 2018). The methods, machines, and activities used to convert organizational inputs (materials, information, and ideas) into outputs (goods and services) are the knowledge, tools, techniques, and procedures used to convert organizational inputs into outputs (Krajewski et al., 2010; Slack et al., 2010) Machines, devices, and tools that help transform resources, information, and customer requests to add value to them and achieve the strategic objective of the process, and they can be counted as knowledge, experience, skills, methods, equipment, materials, and information through which work can be accomplished. A product can be provided in a way that achieves the goals of growth and prosperity and achieves the competitive advantage of organizations (Sutduean et al., 2019). It is noted from the preceding that there is a discrepancy in the definition of technology from one researcher to another. Some emphasize the machines used in manufacturing, while others focus on the knowledge used. The rush to use new technologies has become a phenomenon that characterizes modern organizations in their striving to achieve maximum efficiency in the

shortest possible time (Pearce et al., 2022). and stands modern technologies are behind many of the changes in today's world, as organizations and their various fields of work use new technologies to develop their productivity, customer service, and competitiveness (Mohsin et al.,2022). Most successful organizations are those that rely on using modern technologies and offering new products and services, Not just demonstrating its competitiveness on the quality of the product or service, but the new product or service provides the organization with a competitive marketing advantage that in the long run reduces unit costs and increases the profits of the organization (DeSarbo et al., 2005) Technology is considered a complement to human capabilities in terms of thinking, innovation and creativity, as it provides speed and reduction in time, which helps raise the efficiency of performance in terms of presenting and marketing the products it offers (Demirguç-Kunt et al., 2018).

Competitive Advantage

The competitive advantage makes the company unique and distinguishes it from other competitors. (Barney & Hesterly, 2010) This proves that the companies included in the study seek to excel in the business environment by having and maintaining a competitive advantage. Competitive advantage is defined as how the company succeeds in its competition with other companies. (Al-Hawary and Haddad, 2016) indicate that the company's competitive advantage is the company's advantage in the perspective of the product market that makes the company in more than one competitive position, which means that the competitive advantage means that the company has an advanced competitive position in the market. As (Link & Siegel, 2003) explains, competitive advantage aims to build a system that has a unique or distinct advantage over competitors through efficient and sustainable customer value that can be continuously maintained and presented or displayed better than others. (Abd Ali et al., 2020) It asserts that competitive advantage is mainly aimed at satisfying the desires and needs of the customer in order to obtain a good or service. (Wang et al., 2011) that competitive advantage is achieved when a specific company carries out its activities at a lower cost or with higher efficiency than its competitors. Through excellent use of resources or ingenuity and experience in managing its operations in a way that provides greater value to customers than its competitors.

Dimensions of Competitive Advantage

There are a set of dimensions and factors involved in building a competitive advantage, and they represent the foundations and pillars of the general construction of competitive benefits,

each of which is an essential dimension for achieving the competitive advantage of the company. These dimensions are as follows: (Stevenson et al., 2007)

1. Cost

The concept of cost is not only to provide products at less than-cost rates but that these products have a cost related to quality that should be attractive in that market to obtain an acceptable return on investment, This includes reducing variable costs, reducing marketing spending, reducing administrative costs, or perhaps reducing the time and effort required to do business. (Slack et al., 2010) The conditions of competition and the desire to survive and continue to push the management to apply modern and advanced means that will lead to cost reduction, by observing the following conditions to reduce cost: (Baharudin & Jusoh, 2015). The companies that seek to obtain a greater market share as a basis for success and advantage are those that offer their products at a lower cost than their competitors, and the operations management strives to reduce the cost of production compared to competitors and reach competitors, which is the competitive advantage of products that enhance the market (Kuncoro & Suriani, 2018).

2. Quality

Quality is a key competitive advantage when it comes to offering products that meet customer needs. Companies that do not offer high-quality products that meet customers' needs, wants, and expectations cannot survive and thrive in a competitive market (Jacobs et al., 2004). The quality dimension characterizes the ability to provide products that meet customers' needs and desires. Where quality is defined as working to reduce the defect rate in the product and working to make production reach the design specifications, and this definition states that quality is working to achieve the product design specifications by reducing the defect rate (Porter, 2011).

3. Flexibility

Flexibility is the basis for a company to gain a competitive advantage by responding quickly to changes that may occur in product design and adapting them to the needs of customers who wish to meet four requirements: Product flexibility: that is, the ability of operations to introduce new or modify products. Flexible blending refers to a robust process for creating a product mix. Scalability: Refers to the ability of processes to change the level of production. Delivery flexibility: Refers to the strength of processes to change product delivery times (Evans & Collier, 2007). Flexibility has become an effective competitive weapon because it means the ability to produce a wide range of goods and constantly offer new ones, as well as

speed in identifying and developing existing goods and generally responding to customer needs. (Zolghadar, 2004) The ability to offer a variety of products to its customers The key component of this ability to offer a variety of products is the time it takes for a company to develop a new product and transform an industrial activity into a strategic offering or proposition (Hussen, 2016) This flexibility has become an effective tool in the competition between companies, as it includes the ability to manufacture a wide range of products and constantly introduce new products, as well as the speed in developing existing products and responding to needs. and customer requests (Heizer et al., 2016).

4. Delivery

Resupply is the basis of competition between competing firms. Focuses on reducing time and speed in developing new products and delivering them to customers in the shortest possible time. There are three basic principles of late order time management: fast delivery, on-time delivery, and development speed. After distinction: the organization is distinguished from its competitors by having unique characteristics that make the customer associated with it, that is, finding the means that achieve innovation and creativity in the organization's products, services, and methods of performance so that competitors cannot. Keep up with it. Al-Shabawi and Nasser (2022) There are three priorities for the lead time dimension: - Speed of Delivery: - Measures how quickly delivery schedules are delivered on time with the ability to deliver on time. Therefore, the importance of time for both companies and customers has increased, and time has become an essential dimension through which organizations compete today. B - Delivery on time: It measures the organization's ability to meet the delivery times agreed upon with customers. C- Speed of development measures the speed at which a new good or service is introduced, as it represents the time from the beginning of idea generation and production, and this time is crucial in dealing with modernity and style (Wanga et al., 2004).

THE APPLIED SIDE

Tests and results analysis

This research aims to analyze and test the research measurement tool, which is the first step to conducting any applied study, as it represents the vital link for the accuracy and validity of the results obtained, as well as extracting the correlations between the relevant variables defined by (strategic capabilities) and (competitive advantage) in research. Measuring the relationship of the influence of the independent variable and its dimensions on the dependent variable.

THE VALIDITY OF THE RESEARCH TOOL

This aspect includes two important axes: virtual honesty and constructive honesty, which are as follows:

Apparent Honesty of the Measuring Instrument

The researchers presented the research tool in its original form to a series of management and policy speakers to confirm the unambiguous validity of the measurement tool. The researchers also prepared a questionnaire to examine the reviewers' opinions about the clarity of each sentence in terms of intellectual content and vocabulary, and to improve what needs to be recovered from a word by adding or deleting missing words. word. Axis. . In light of the judge's opinion, the investigators made the agreed changes (81%) by the arbitrators and amended some phrases and wording that the arbitrators saw the need to reformulate to be more precise.

The exploratory Constructive Honesty of the Measurement Tool

The honesty depends on the exploratory factor analysis method by summarizing and reducing the multiple variables in a smaller number of variables and calling them factors (Factors), We will use exploratory factor analysis to test the measure of the independent variable (strategic ability) and measure of the dependent variable (competitive advantage) to determine which dimensions are covered by the ranking and which out-of-band elements in the measure structure should be removed from the measure.

DESCRIPTION OF SAMPLE CHARACTERISTICS

The study included some demographic characteristics that may have affected the different views of a sample of workers in the fertilizer industry with regard to the different themes and dimensions of the study function.

Distribution of the study sample according to gender

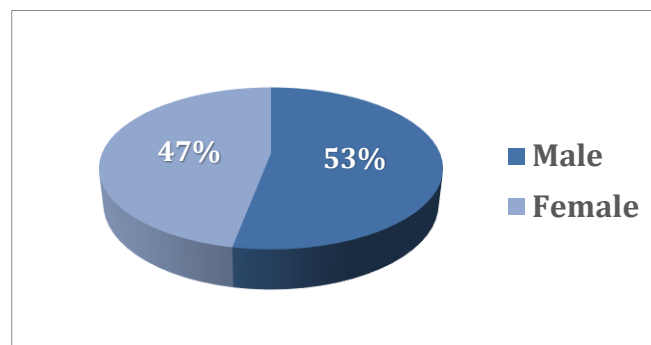
Table (1) Distribution of the study sample according to gender.

class	Repetition	percentage
Mention	50	53%
feminine	45	47%
the total	95	100%

Source: prepared by the researcher based on the output of the program spss

Based on the above table, it is clear that the majority of the study sample are males, if their number reached 50 female employees, at a rate of (53%). As for females, their number reached 45 female employees, i.e. (47%). This percentage, although it is relatively weak, indicates that the company employs both sexes. Thus it is given equal opportunities in the management field, and the following figure shows that.

Figure (1) A relative circle showing the distribution of the respondents according to gender.



Source: prepared by the researcher based on the output of the program spss

The distribution of the sample according to age

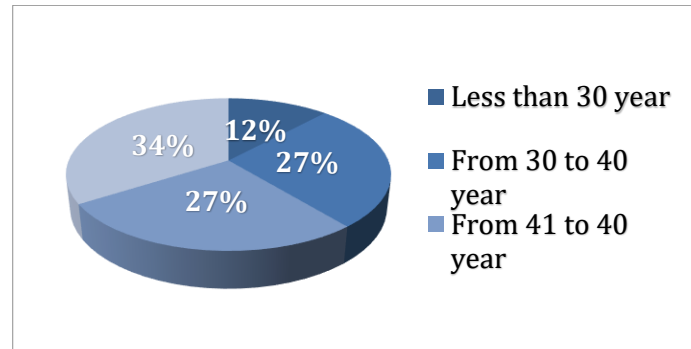
Table (2) shows the distribution of the study sample according to age.

Age group	Repetition	percentage
Less than 30 years old	11	12%
From 30 to 40 years	26	27%
From 41 to 40 years old	26	27%
Older than 50 years old	32	34%
The Total	95	100%

Source: prepared by the researcher based on the output of the program spss

Based on the above table, it appears that (12%) of the study sample is less than 30 years old, (and 27%) range from 30 to 40 years, followed by the age group from 41 to 50 years with the same percentage, while the most significant percentage was the older age group From 50 years old, it reached (34%). This shows that the age diversity of the respondents indicates the variety of points of view regarding the subject under study, and the following figure shows that.

Figure (2) shows the relative distribution of the sample according to the age group



Source: prepared by the researcher based on the output of the program spss

Distribution of sample members according to academic qualification

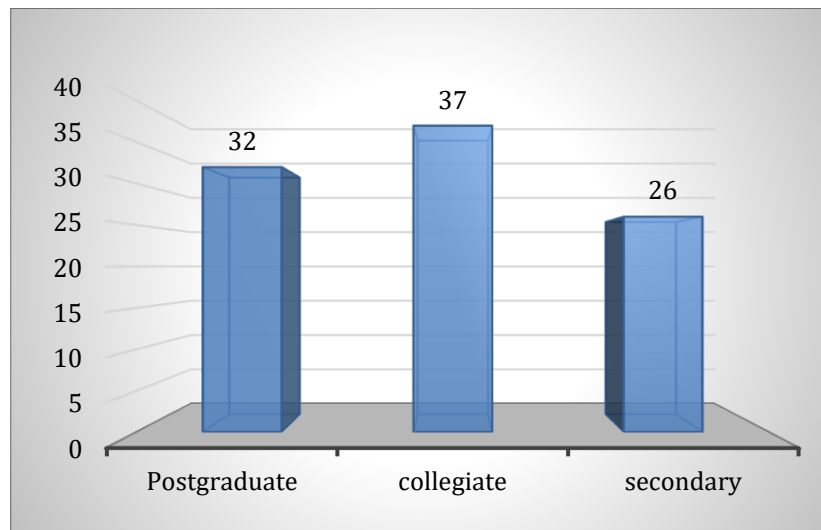
Table (3) shows the distribution of the study sample according to the academic level.

Educational level	Repetition	percentage
Postgraduate	32	34%
Collegiate	37	39%
Secondary	26	27%
the total	95	100%

Source: prepared by the researcher based on the output of the program spss

Based on the above table, the respondents were divided into three groups according to their academic level. The largest proportion was undergraduate (39%), then a rate of (34%) for postgraduate studies. As for the secondary level, it amounted to (27%). It is suitable for the nature of the bank and the environment in which you live, characterized by fierce competition. Therefore, it can be said that the sample under study has good academic qualifications, and this is evidenced by the following figure.

Figure (3) Bar charts showing the distribution of the sample according to the educational level



Source: prepared by the researcher based on the output of the program spss

Distribution of study sample members according to experience

Table (4) Distribution of study sample members according to years of experience

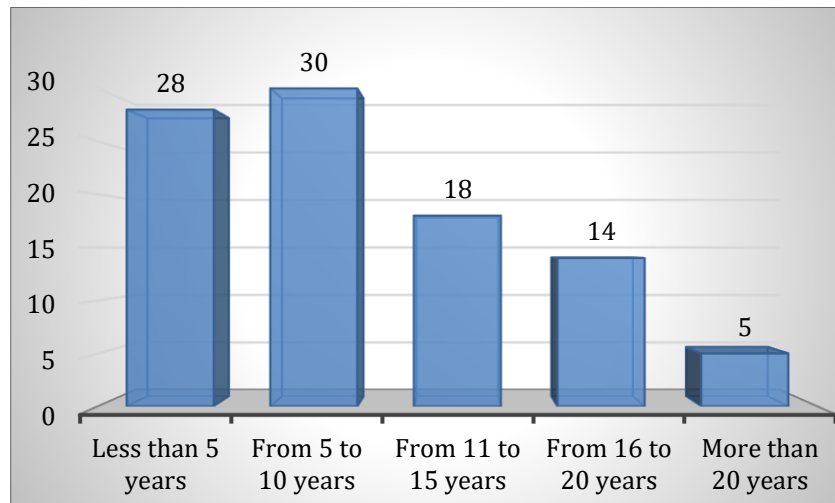
Experience	Repetition	percentage
Less than five years	28	29%
From 5 to 10 years	30	32%
From 11 to 15 years	18	19%
From 16 to 20 years	14	15th%
More than 20 years	5	5%
the total	95	100%

Source: prepared by the researcher based on the output of the program spss

Based on the above table data, it is clear that (32%) have professional experience from 5 to 10 years, express knowledge and meaning of the bank that must be exploited, while (29%) are less than five years old, while (19%) represent individuals whose expertise is limited to the field. From 11 to 15 years, and (15%) means the respondents whose professional experience is limited to between 16 to 20 years; the percentage (5%) was for the respondents whose experience exceeds 20 years, and through our observation, we found that this percentage is more represented by the director and heads of departments, and this increases the excellence of the work of company because the sensitive positions in it are in the hands of

individuals with significant experience in the field of work, and the following figure illustrates this.

Figure (4) Bar charts showing the distribution of the sample according to experience



Source: prepared by the researcher based on the output of the program spss

Distribution of the study sample according to the job

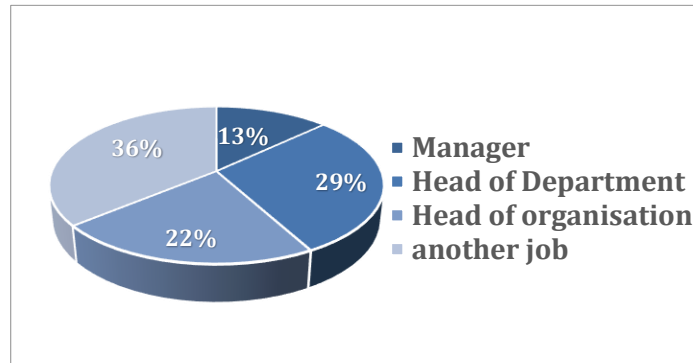
Table (5) Distribution of study sample individuals by job title

Career Level	Repetition	percentage
Director	12	13%
Head of Department	28	29%
Head of organization	21	22%
another job	34	36%
the total	95	100%

Source: prepared by the researcher based on the output of the program spss

Based on the data in the table above, we note that the study sample individuals who gave us their answers are divided into (36%) other jobs, (22%) head of the department, (29%) head of the department, and (13%) manager, and this indicates that most of the individuals The sample provided all the assistance and information needed to complete the study, including the director, and the following figure shows that.

Figure (5) shows the relative distribution of the study sample according to job level



Source: prepared by the researcher based on the output of the program spss

Analysis Of Data Related to The Assessment of Strategic Capabilities Dimensions

The ability to generate and own resources								
T	Paragraph	Duplicates					Average arithmetic	Deviation normative
		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	The company seeks to have appropriate capabilities to generate and own resources.	32	25	32	1	5	4.00	1.078%
2	The company believes that owning resources helps it achieve competitive advantages.	27	31	32	2	3	4.68	1.095%
3	The company believes that the diversification of resources is the basis for building its strategic capacity.	33	27	26	5	4	3.00	0.052%
4	The company's possession of resources contributes to providing high-quality products.	28	31	33	2	1	3.98	0.115%
5	Owning the resources allows the company to identify the appropriate markets to sell its products.	34	25	32	1	3	4.20	1.160%
The general arithmetic mean							3.97	0.564%

We review the answers of the research sample members (Effect strategic capabilities in achieving competitive advantage sustainable) about the dimensions of strategic capabilities.

Table (6) Dimensions of strategic capabilities

Technical knowledge to build value								
T	Paragraph	Duplicates					Average arithmetic	Deviation Normative
		Strongly agree	I agree	Some Times	I disagree	I strongly disagree		
1	The company has a knowledge base that qualifies it to build the value of its activities.	30	31	27	5	2	3.91	1.096%
2	The company has the necessary knowledge to adapt to the requirements of the external environment.	28	31	31	1	4	3.89	1.124%
3	The company believes that possessing technical knowledge contributes to building competitive advantages.	33	29	28	3	2	4.01	0.064%
4	The company relies on knowledge to do everything that creates value for customers.	25	34	30	5	1	4.22	1.096%
5	The company directs its technical and technical knowledge towards building its strategic capabilities.	26	32	30	3	4	3.88	0.141%
The general arithmetic mean							3.98	0.550%

The technology used								
T	Paragraph	Duplicates					Average arithmetic	Deviation Normative
		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	The company uses modern technologies as a basis for carrying out all its activities.	31	25	33	5	1	3.45	0.560%
2	The company possesses the necessary set of technical and practical knowledge to build its capabilities the strategy.	24	32	32	5	2	4.12	1.430%
3	The company believes that technology is complementary to the workers in building its strategic capabilities	31	30	27	3	4	4.00	1.124%

4	The company seeks to identify the different types of technology used in it because of its impact on building its strategic capabilities	30	30	31	1	3	3.90	0.009%
5	The profits achieved by the company are commensurate with the level of technology used in it.	29	28	33	4	1	3.87	1.054%
The general arithmetic mean							3.868	0.558%

Source: Prepare the table based on the results of the questionnaire.

We note from table (6) The trends of the research sample individuals for the dimensions of the independent variable strategic capabilities are all of the following:

1. **Dimension technical knowledge to build value:** Where the response of the research sample individuals was within a high degree of agreement, and the highest arithmetic average was for the fourth paragraph (the company relies on knowledge to do everything that would create value for customers) and reached (4.22), and a standard deviation (1.422%), and the lowest arithmetic mean was achieved, estimated at (3.88) and related to the fifth paragraph (the company directs its technical and technical knowledge towards building its strategic capabilities) and a standard deviation of (0.141%), as for the general arithmetic mean, it was estimated by (3.98) Which reflects a reasonable degree of agreement with some of the opinions of the employees of the researched company. This indicates that the pace of competition between organizations has increased. The departments have realized the importance of knowledge, as it is the primary resource for the organization and skilled management to achieve competitive advantage.
2. **Dimension ability to generate and own resources:** Where the response of the research sample individuals was within a high degree of agreement and the highest arithmetic average was for the second paragraph (the company believes that owning resources prevails in achieving competitive advantages) and reached (4.68) and a standard deviation of (1.095%), performing the lowest arithmetic mean by the third paragraph (the company believes that the diversification of resources is a basis for building its strategic capacity) The lowest arithmetic mean (3.00) and standard deviation (0.052%), and the overall arithmetic mean was estimated at (3.97), which indicates that the use of modern technologies is a phenomenon characteristic of modern organizations in their work try to obtain optimal performance as soon as possible .
3. **Dimension the technology used:** Where the individuals answered the research sample within a high degree of agreement, and the highest arithmetic average was for the second

paragraph (the company relies on knowledge to do everything that would create value for customers) and reached (4. 12). A standard deviation of (1.430%), then followed by the first paragraph (the company uses modern technologies as a basis for conducting all its activities) The minimum mean was (3.45), the standard deviation was (0.560), and the standard deviation was (0.141%), while the total mean was estimated at (3.868). This indicates that the use of modern technologies is a phenomenon that characterizes modern organizations in their pursuit of maximum efficiency as quickly as possible.

Analyzing data related to evaluating the dimensions of competitive advantage

We are working on reviewing the answers of the research sample (strategic capabilities and their impact on achieving competitive advantage) about the dimensions of competitive advantage

Table (7) shows the attitudes of service providers about the reality of the dimensions of competitive advantage.

Cost								
T	Paragraph	Duplicates					Average arithmetic	Deviation Normative
		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	The cost of materials used in the production of our company's products is low compared to competing companies.	30	25	32	5	3	4.98	1.089%
2	Our company strives to continuously reduce direct manufacturing costs.	26	33	30	2	4	3.08	0.961%
3	Our company strives to constantly reduce the costs of maintenance operations.	35	28	26	5	1	4.20	0.872%
The general arithmetic mean							4.09	0.109%

Quality								
T	Paragraph	Duplicates					Average arithmetic	Deviation Normative

		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	Our company has a clear and documented quality policy.	25	30	33	5	2	4.50	1.962%
2	Our company strives to constantly reduce defective rates in its products.	31	28	31	1	4	3.09	0.661%
3	Our company is constantly improving the quality awareness of its employees.	26	32	31	1	5	3.80	0.071%
4	Our company strives to make its product specifications conform to national standards.	24	30	34	4	3	4.90	1.173%
5	Our company works to properly design its production processes to achieve the best possible level of production units.	33	25	32	2	3	3.77	1.084%
The general arithmetic mean							4.01	0.696%

Flexibility								
T	Paragraph	Duplicates					Average arithmetic	Deviation normative
		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	The machines and equipment of our company are multi-purpose.	25	31	32	3	4	3.70	0.092%
2	The workers in our company have multiple skills that enable them to perform more than one job or job.	32	26	30	5	2	4.26	1.043%
3	Our company can develop and innovate to achieve the required competitive advantage.	28	30	34	2	1	3.98	1.127%
The general arithmetic mean							3.98	0.575%

Delivery								
T	Paragraph	duplicates					Average arithmetic	Deviation normative
		Strongly agree	I agree	Sometimes	I disagree	I strongly disagree		
1	Our company constantly adheres to the specified dates when delivering products to customers.	25	28	33	5	4	4.20	1.098%
2	Our company can deliver customer orders faster than competitors.	25	33	32	3	2	3.64	0.651%
3	Our organization uses a safety stock policy to ensure quick response to changing demands	31	24	34	1	5	4.11	1.129%
The general arithmetic mean							3.98	0.267%

Source: Prepare the table based on the results of the questionnaire

We notice in the table (7) that the trends of the research sample:

1. **Dimension cost** is the value where the respondents of the research sample were within a high degree of agreement. The highest arithmetic average was for the first paragraph (the cost of materials used in the production of our company's products is low compared to competing companies) and amounted to (4.98) and standard deviation (1,089%), and achieved the lowest arithmetic mean of (3.08) and related to the second paragraph (the company directs its technical and technical knowledge towards building its strategic capabilities) and a standard deviation of (0.961%), as for the general arithmetic mean, it was estimated by (4.09) indicates an agreement between the opinions of workers in answering the following paragraphs.
2. **Dimension the quality** where the individuals answered the research sample within a high degree of agreement, and the highest arithmetic average was for the fourth paragraph (We seek in our company to make product specifications conform to national standards). and reached (4.90) and standard deviation (1,173%) and achieved the lowest arithmetic average by the second paragraph (our company seeks to continuously reduce the defective percentages in its products. (The lowest arithmetic mean is (3.09) and the standard deviation is (0.661%). The total arithmetic mean is estimated at (4.01) million cubic meters, which limits the product defect rate and helps to achieve design specifications.

3. **Dimension flexibility** where the response of the research sample individuals was within a high degree of agreement, and the highest arithmetic average was for the second paragraph (the company relies on knowledge to do everything that would create value for customers) and reached (4.26) and standard deviation (1,043%) and then followed by the first paragraph (the machines and equipment of our company are characterized as having multiple purposes) and achieve the lowest with an arithmetic average (3.70) and a standard deviation of (%).0.092), but for the general arithmetic mean, it was estimated by (3.98) main indicative on Flexibility has become one of the main pillars in competition between institutions.
4. **Dimension delivery** where the individuals answered the research sample with a high degree of agreement, and the highest arithmetic average was for the first paragraph (our company adheres to the specified dates when delivering products to customers continuously) and reached (4.20) and standard deviation (1,098%) and then followed by the second paragraph (our company can provide customer orders faster than competitors) and achieves the lowest by arithmetic average (3.64) and a standard deviation of (0.651%), either for the general arithmetic mean, it was estimated by (3,868) indicates that The ability of the organization to meet and adhere to the delivery dates agreed upon with customers.

Analysis of the Correlation and Effect Between the Research Variables

Correlation analysis between research variables. The first main hypothesis is based on the prediction of a significant direct correlation between the strategic capabilities and the paragraphs of competitive advantage in the studied company through the relationships presented by Table No. (8), which expresses the correlations between the variables, as: The results showed that the correlation ratio (100%) for the total Relationships between them and at the level of significance (0.02), the period of strategic capabilities achieved the strongest correlation with the competitive advantage, which amounted to (0.821), i.e. (0.01).) As for the total level of competitive advantage items, there was a correlation with their strategic capabilities of poverty (0.821) significant (.0,01) and based on this result, the first main hypothesis was proven, which stipulated: the existence of a direct relationship with great effectiveness between strategic capabilities and competitive advantage) and thus The first main hypothesis is accepted.

Table (8) Coefficient values of the correlation between strategic capabilities and competitive advantage items

Total		Delivery		Flexibility		Quality		Cost		Dimensions strategic capabilities
T	R	T	R	T	R	T	R	T	R	
9,775	0,821**	6,451	0,831**	3,213	0,526**	5,136	0,703**	9,775	0,821**	

*Values(tabular) at the level (0,05) =1,701

**Values ((for tabular at level (0,02) =2,459

Test The Effects Between Research Variables

mirror table (9) The values of the simple regression coefficients are the values of (Calculated f to know the strategic capabilities on the competitive advantage, where this paragraph aims to clarify and define the influence relationships between the research variables by using the simple regression model by comparing the values of (f) calculated with the value of (f) tabular. The analysis is likely to include the impact of strategic capabilities (independent variable) on the variables of competitive advantage (dependent variable). The results of the analysis showed a simple linear regression, where the strategic capabilities achieved a significant effect on the total elements of competitive advantage. The calculated value for (f) was (194,133), which is greater than the value of (table f) at the level of significance (0.01) and with a degree of freedom (1.28) and amounted to (7.64), while the coefficient of determination (R²) reached (0.935), indicating The strategic capabilities item explained (0.935) the change in the variables in the competitive advantage items, while the coefficient (B) reached 0.935, which indicates a single unit change, so the strategic capabilities item leads to a change in the organizational competitive advantage by (0.935). The result accepted the second hypothesis, which states that there is a statistically significant effect relationship between strategic capabilities and elements of competitive advantage.

For the sub-items, the strategic capabilities achieved a basic relationship with the competitive advantage when the calculated value of (F) was (88.01), which is greater than the value of (Table F) of (7.64), with a level of significance (0.01) and a degree of freedom (0.01). (1.28), while the determination coefficient (R²) reached (0.861) indicates that the strategic capabilities variable explained (0.861) of the change in the competitive advantage variable. One of them will calculate a competitive advantage (0.861). The research results presented in Table (9) show the relationship between strategic capabilities and other competitive advantages. where the strength of the relationship comes with the normative commitment in

the second degree, while the power of the continuous commitment comes in the third degree, but all the relationships are significant, and then all sub-hypotheses are accepted.

Schedule (9) Impact values between strategic capabilities and competitive advantage items

Total			Delivery			Flexibility			Quality			Cost			Variants strategic capabilities
B	R2	F	B	R2	F	B	R2	F	B	R2	F	B	R2	F	
0,935	0,0935	194,133	0,672	0,661	24,27	0,661	0,661	24,26	0,697	0,697	26,45	0,861	0,861	88,01	

Values (Tabular F at the level of importance (0,05) = 4.21

Values (Tabular F at the level of importance (0,01) = 7.07

CONCLSUION

1. It was found from the analysis of the research sample answers that there is a significant correlation between the strategic capabilities and their dimensions and the dimensions of the competitive advantage sustainable in the researched company; this means that whenever the ability to generate and own resources, this will lead to achieving a competitive advantage among competing companies.
2. It was also found that there is a significant impact relationship between the strategic capabilities and its dimensions and dimensions of the competitive advantage in the researched company. Competitive advantages derive the ingredients for achieving them from the components of the services provided by the researched company, as the more the research sample companies possess the technical knowledge to build value in the presentation of offering products and services to customers, the more they can achieve sustainable competitive advantages within their work environment.
3. Among the justifications that call for the need to pay attention to strategic capabilities is their high cost and difficulty in obtaining them, as the literature confirmed that strategic capabilities are one of the capital assets of companies and must be managed with great care and caution due to their importance in achieving sustainable competitive advantage.
4. Enhancing and developing the strategic capabilities of companies depends directly on the human resource, and the greater the interest in developing human resources, the more this leads to strengthening, perpetuating and developing strategic capabilities, which will contribute to the companies' transition to flexible and effective performance and relying on advanced knowledge and technologies to achieve sustainable competitive advantage.
5. In an environment where survival and continuity are no longer except (for the distinguished only) as a result of the intensity of competition, the need to reach the

summit emerges through the distinction of working individuals and the excellence of the leaders of the company under study, Appropriate mechanisms and strategies to adapt to changes and achieve a sustainable competitive advantage.

6. There is a high agreement among the respondent managers regarding the variables related to technical knowledge to build value, and this indicates the interest of the surveyed organization in technical expertise and its awareness of its importance in achieving goals and raising performance levels.

The results of the analysis revealed a significant correlation and influence between the independent variable of strategic capabilities (deep knowledge of value creation, the ability to generate and own resources, and the technology used) and the dependent variable of competitive advantage and its dimensions (quality, flexibility, cost, and delivery).

RECOMMENDATIONS

1. Increasing the interest of senior leadership in the company, but rather the strategic capabilities that help it in providing new services and products and improving existing products, as well as designing new processes and improving existing ones so that they can adapt to the outputs of technological development, Contribute and enhance the survival and growth of the company in fiercely competitive markets.
2. Raising awareness among managers and employees of the companies under study about the relationship (linkages and influence). Between strategic capabilities and their dimensions and the dimensions of sustainable competitive advantage.
3. The need to pay attention to the importance of knowledge resources and their role in promoting and building additional value for the company, which contributes to achieving the dimensions of sustainable competitive advantage.
4. The need for senior leaders to realize the importance of strengthening their capabilities to generate additional resources.
5. The technology used is a basis on which companies rely in the competitive environment, especially in our current era, if modern technologies affect the level of product quality and quantity, and even in showing the company's products in a decent view in front of customers. Therefore, the researched organization must focus on developing and modernizing modern technologies in its manufacturing processes to compete with other companies.

6. Develop plans that clarify the needs of capabilities and strategic capabilities in different disciplines. Future expansions, new services, and products that distinguish the researched company in a competitive environment are considered.
7. Competitive advantage has become a goal that organizations today seek to reach and achieve their goals through their capabilities and strategic capabilities.

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