



The Effect of Strategic Awareness on Organizational Brilliance: An Analytical Research in Dhi Qar Oil Company

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Abstract:

The research deals with the impact of strategic awareness and its dimensions (Reframing, System Thinking, Reflecting, and Learning Orientation) on organizational Brilliance and its dimensions (Leadership Brilliance, Service Brilliance, and Knowledge Brilliance) of Dhi Qar Oil company. The research addresses the following question: "To what extent does strategic awareness affect the organizational brilliance of Dhi Qar Oil Company?". The study followed the descriptive analytical approach to ensure the accuracy of the results and conclusions. The sample included the general manager and his assistants, directors of bodies, department managers, and division managers. Data were collected using a questionnaire distributed to 113 leaders and were analyzed using SPSS V.28 to test the hypotheses and research questions. The results highlight the great interest of the company's leaders in strategic awareness, which reflects its compatibility with the company's investment operations. This awareness is vital in light of local and global economic changes and greatly affects the company's ability to achieve organizational Brilliance in the oil sector.

Paper type: Research paper.

Keywords: Strategic awareness, organizational brilliance, Dhi Qar Oil Company.

1. Introduction:

At the core of modern societies, public and private organizations constitute their basic structure, representing effective tools for balancing market demands and individual needs. Public organizations arise in response to the public interest, seeking to achieve social justice and ensure the sustainability of basic services. In contrast, private organizations operate within the logic of efficiency and innovation to maximize economic value. Despite their divergent objectives, both face complex challenges ranging from economic transformations to technological changes, and organizational complexities, which call for renewed strategies that go beyond traditional solutions. Companies face multiple challenges that require innovative leadership approaches to address them. On the environmental front, the impact of oil extraction on the environment is evident through the emission of toxic gases and the pollution of natural resources, necessitating the adoption of advanced technologies to mitigate these damages. Companies also face social challenges resulting from local communities' expectations for better services and job opportunities, along with economic challenges related to fluctuating oil prices. Security challenges also impose the need to protect facilities and workers. Furthermore, administrative and bureaucratic complexities can impact a company's efficiency and ability to improve its performance. Strategic awareness represents the compass that guides leaders toward anticipating the future and understanding its changing dimensions. It embodies a comprehensive vision that enables organizations to transform crises into opportunities and changes into drivers of growth and excellence. Through this awareness, the ability to absorb volatile environments and make informed decisions based on a deep understanding of internal and external data is deeply rooted. An organization's possession of this awareness is not limited to mitigating risks; it represents an integrated intellectual framework that enhances competitive advantage and builds a system capable of leadership and innovation in the dynamic business world. Thus, strategic awareness is not limited to analysis and planning; it extends to encompass building an organizational culture based on a deep understanding of change, the ability to adapt to crises, and directing efforts toward innovation. This puts organizations capable of achieving this level of awareness in a leadership position, able to overcome challenges and shape their future with smarter and more effective tools. Based on the profound impact strategic awareness plays in achieving organizational excellence, this research is based on the need to enhance strategic awareness and organizational excellence within the intellectual and organizational structure of Dhi Qar Oil Company. These variables contribute to creating an environment that reframes objectives in an effectively achievable manner. This approach also enables the development of an organizational culture that encourages flexible thinking and cognitive openness, freeing the rational processing of events from the constraints of traditional concepts. This enhances the organization's ability to adapt and innovate in contemporary challenges.

The research problem was identified through a theoretical intellectual proposal, based on the efforts of researchers and conducting a field survey of the research community represented by Dhi Qar Oil Company, to explore the extent of application of these variables and identify the obstacles that affect its performance. The research poses a central question: "To what extent does strategic awareness affect the organizational brilliance of Dhi Qar Oil Company?" A set of objectives has been identified, the most prominent of which is transferring the hypothetical model of the research, including its variables and dimensions, to practical reality, based on several main hypotheses in addition to sub-hypotheses that aim to understand the nature of the work of these variables, to work on providing recommendations and ways to implement them so that the organization can achieve its basic goal represented in the title of the paper – research as research that supports its work and contributes to its production to be the first basis for future studies and by using other variables in this regard. This was, in general, the beginning of this research is concerned with achieving several goals, the most important of which is providing philosophical knowledge of the research variables through previous relevant studies.

The research problem was represented by the main question "To what extent does strategic awareness affect the organizational brilliance of Dhi Qar Oil Company?".

The research objectives can be achieved by identifying the extent to which sample members are aware of the nature and efficiency of strategic awareness in the company, interpreting the dimensions and aspects of organizational brilliance and confirming its characteristics in the company, verifying the relationship that combines strategic awareness towards organizational brilliance among managers of Dhi Qar Oil Company.

1.1 Literature Review and Developing Hypotheses:

Previous studies have addressed the topic of strategic awareness (the independent variable) from multiple angles and highlighted its importance and effects in different fields. The study by (SARIISIK et al., 2010) focused on the implications of strategic awareness in the hospitality sector, where it explained that elements such as reformulation, reflection, and systemic thinking played a major role in improving the content of strategic business plans and enhancing stakeholder analysis and engagement, which contributed to raising the level of customer satisfaction. The study by (John et al., 2010) shed light on the dark side of information technology in organizations, explaining that institutionalizing technology may lead to ignoring its strategic risks, which creates a contradiction between benefiting from technology and realizing its risks. The study by (Joseph & Dibrell, 2012) addressed the impact of strategy messages issued by senior and the middle administrative level of awareness employees working on organizational boundaries, where the results showed that the primary source of these messages has a differential impact on the awareness of individuals, with an interaction between senior and middle management to determine the dominant source of information. On the other hand, the study by (Turkay et al., 2012) on the relationship between strategic awareness and strategic planning, indicates that companies with a high level of awareness and planning achieve better performance outcomes, highlighting the crucial role of planning in improving organizational performance. Al-Kanani's study (Al-kinane, 2024) focused on the joint impact of strategic awareness and human resource flexibility on strategic response processes, as the results indicated that dimensions such as reformulation, reflection, and learning orientation had a significant impact, while the effects of systems thinking and behavioral flexibility were less clear.

As for previous studies that addressed the topic of organizational brilliance (the dependent variable) and its impact on various organizational sectors, with a focus on the influencing factors and mechanisms for achieving it, the study by (Karimi et al., 2017) focused on the healthcare sector, indicating that brilliance in this field is not the result of individual practices alone, but rather depends largely on collective processes. The study concluded that the interaction between organization, management, and teamwork is the main driver of brilliance, with a prominent role for nurses in providing distinguished healthcare. The study also identified the basic motives for achieving brilliance, including improving management skills and collaborative work between health teams. The study by (Nafei, 2016) addressed the relationship between workplace happiness and organizational brilliance at an Egyptian university, showing that positive happiness in the work environment leads to improved leadership brilliance, services, and innovation, indicating that happiness enhances commitment and achievement within academic institutions, which is positively reflected in overall performance.

A study (AL-abidy, 2017) aimed to determine the impact of workplace happiness on organizational brilliance at Sadat City University in Egypt. The study concluded that there is a causal relationship between workplace happiness and organizational brilliance, meaning that increasing the level of happiness in the workplace leads to improving the level of organizational brilliance because happiness in the workplace has a positive impact on employees and leads to the brilliance of Sadat City University. The study (Salman, 2023) addressed the Iraqi media sector and focused on the role of the cognitive orchestra and dynamic capabilities in achieving organizational brilliance.

It concluded that conscious leadership that is interested in developing knowledge and benefiting from social and global changes can create an innovative and effective media environment capable of achieving outstanding performance. While the study (Kadhim Zrar & Abd Al Wadud Al-Abbasi, 2024) tested the extent of the impact of strategic containment on organizational brilliance in the Ur General Company, the results concluded that strategic containment and its dimensions affect the organizational brilliance variable directly and comprehensively. The results highlighted the lack of clarity in explaining the details of continuous innovations and how to achieve outstanding performance within the company, which negatively affects the understanding of employees, and thus the company under study cannot achieve organizational brilliance.

Awareness enhances individuals' ability to deal with challenges effectively. When individuals are aware of their past experiences and the techniques they can use to avoid or cope with stressors, they are better prepared to perform better in the future. This awareness enables them to develop better strategies and respond more effectively to challenges (SELIGMAN & MAIER, 1967). By applying the concepts of systematic thinking and reframing, leaders can make more effective strategic decisions, especially when dealing with "surprises" such as sudden changes in the market or unexpected competition. Using tools such as scenario planning and dynamic maps, leaders can anticipate potential changes and deal with them flexibly, which enhances organizational performance and supports sustainable success (Ángel & Phillips, 2014). The impact of opportunity-seeking mechanisms on collective perception within the organization contributes to increasing cognitive alertness and expanding information horizons, which enables the organization to deeply identify and critically evaluate potential opportunities. Thus, openness to new ideas and embracing shared knowledge enables the organization to effectively utilize available capabilities, leading to achieving brilliance and uniqueness in its performance (Ceptureanu et al., 2020).

1. 2 - Strategic Awareness:

Greek philosophers addressed consciousness as a central theme in their discussions. Socrates considered consciousness as the use of reason to distinguish between facts, indicating that any problem facing humans can only be solved through consciousness and perception (Anderson & Miller, 2014). In the same context, Aristotle emphasized the importance of the senses, indicating that sensory knowledge is a prerequisite for understanding the intelligible, as the senses contribute to forming perceptions about the basic elements that help build knowledge. Over time, the focus on consciousness became more evident during the Renaissance, when philosophical thought began to shift towards the human being himself, away from metaphysics and the facts of nature, which added a new human dimension. Consciousness in this context is viewed as a property associated with the human mind, its actions, and its thoughts, which is known as spontaneous consciousness (Muhammed, 2013).

Some see consciousness as having three interconnected aspects: apparent consciousness, unconsciousness, and precociousness. The first aspect concerns the things our senses receive from the external environment. Recent research in cognitive neuroscience confirms that consciousness represents a small part of mental processes. This idea is evident in phenomena such as "blindsight" and "non-declarative learning," which show that complex mental processes can occur without full awareness. These discoveries contribute to reshaping our understanding of consciousness and highlight the important role of the unconscious in shaping our behaviors and decisions (Turnbull & Solms, 2007).

The theory of self-awareness suggests that individuals' focus on themselves greatly influences how they attribute positive and negative events. Research indicates that people who focus on themselves tend to take responsibility for success, which enhances their self-esteem. In contrast, when faced with failure, they may tend to attribute failure internally if they believe they can improve, or externally if the possibility of improvement is uncertain. This interaction depends on the comparison and attribution systems, where the comparison system prefers the self to match standards, while the attribution system seeks to link results to their causes (Silvia & Duval, 2001).

According to the theory of rational behavior, it is manifested in humans making conscious decisions based on a careful analysis of the relationship between means and ends, where the goal is to achieve the best results with the least amount of waste. In this context, rationality is not limited to a normative framework of what should be implemented. Nonetheless, rather extends to an explanatory power capable of revealing the deep structure behind human actions. It is a predictive tool that reveals to us how clear goals can be reduced to deliberate actions, far from psychological complexities, to emerge as the essence of conscious and organized human action (Harsanyi, 1980).

1.2. 1 The Concept of Strategic Awareness:

Strategic awareness is an old concept, but it is often overlooked by many organizations. Strategic awareness is an essential element that helps in overcoming traditional methods, as it enables leaders and managers to overcome the usual intellectual constraints, which gives them a significant competitive advantage. This advantage lies in their ability to achieve growth, and development, and understand the complexities of the future based on present information. Therefore, organizations that lack leaders or employees who possess this type of awareness will find themselves at a disadvantage compared to competitors (Al-Ubaidi, Ali Taher et, 2022). Strategic awareness provides leaders with the information needed to support decision-making, giving them an advanced competitive advantage over other organizations. It also provides early warnings about competitive threats, which enhances confidence in decision-making (Haddab, 2021). Although the concept of strategic awareness was initially associated with key individuals, it has expanded to include the organizational level in general, as the effective implementation of strategies is considered linked to managers' understanding of their contents. Accordingly, strategic awareness is an ongoing process that requires development over time, as organizations rely on analyzing internal and external data to reach conclusions about strategic goals and values (Alabdaly & Almayali, 2021).

Awareness also refers to the ability to understand without the need for dialogue or cognitive interpretation, allowing the truth to be perceived without the need for justification or clarification. Awareness works to quickly integrate ideas and options, making it an essential element for exploring endless possibilities and creating new opportunities. Awareness also enables the individual to absorb different temporal dimensions, giving him a deep and comprehensive understanding of events and possibilities (Al-hadrawi et al., n.d.). It is also defined as "general knowledge and a shared understanding of surrounding social, scientific, and political issues" (Abdul Gafoor, 2012).

To achieve the desired success, the interaction between effective strategic planning and strategic awareness must be enhanced, as this interaction is a fundamental axis that enables organizations to adapt to rapid changes in their environments (SARIISIK et al., 2010). The literature explains the cognitive dimensions that form the core of strategic planning, indicating that strategic awareness plays a crucial role in determining the effectiveness of this planning (Çetin, 2013). Strategic awareness is an integral part of the strategic mind, as it interacts with components such as perception, critical thinking, and strategic learning, and is considered an intangible resource that enhances the strategic strength of the organization (Al-janabi, 2021).

1. 2. 2 Dimensions of Strategic Awareness:

The research used the strategic awareness scale according to the dimensions of (Turkay et al., 2012) because this scale is consistent with the company under study (Dhi Qar Oil Company), as follows:

• Reframing:

Reframing can be understood as a continuous process of rebuilding understanding and providing new interpretations of issues, which directly affects how actors define problems and take appropriate action. Adherence to a specific framework of thinking can limit companies' ability to innovate and respond in new ways to sustainability challenges (Lahtinen, 2020). Reframing here represents the forced adaptation of organizations to major transformations that force them to reconsider their usual strategies.

Under stressful circumstances, organizations find themselves forced to reorient their thinking and adjust their approach to deal with new developments. This forced change opens up new horizons and reshapes the foundations on which their decisions are based, helping them discover solutions and opportunities that were not possible in normal conditions, and enhancing their ability to face future crises and challenges (Heinonen & Strandvik, 2021). Reframing is defined by (Antonio, 2020) as a technique that integrates the understanding gained from experiences to enable the individual to make better decisions.

• **System thinking:**

Systems thinking has been described as seeing “the forest instead of the trees,” where trees represent individual details or small situations, and the forest represents the big picture of the system. This means that systems thinking focuses on understanding the whole and its interconnected relationships rather than focusing only on the parts of the system in isolation (Shaked & Schechter, 2020). Systems thinking involves understanding the properties and interrelationships that influence the behavior of systems. This process relies on four main abilities: thinking holistically, recognizing patterns, understanding the basic properties of systems, and knowing what is necessary to achieve goals (SARIISIK et al., 2010). Systems thinking is an integrated set of analytical skills that help improve the ability to identify, understand, and predict systems behavior, enabling individuals to make adjustments to achieve desired effects. It also allows for the observation of patterns of change rather than static moments, highlighting the intuitive nature of systems thinking and its ability to assess dynamic complexity (Arnold & Wade, 2015).

• **Reflecting:**

Reflection is an internal process that aims to examine and evaluate one's own experiences to reaching new understandings and different beliefs. Reflection includes a set of intellectual and emotional activities that enable individuals to explore and analyze their experiences in depth. Reflection goes through three main processes or stages: The first stage begins with awareness of uncomfortable feelings and thoughts, which arise when an individual realizes that the knowledge or strategies, he/ she has previously used are insufficient to explain a unique situation. Next, the individual moves to the stage of a comprehensive analysis of the situation, where feelings and available knowledge are constructively examined. This analysis may include reviewing current knowledge or generating new knowledge through a deeper understanding of the situation. Finally, these processes lead to the development of a new perspective on the situation. This intellectual and cognitive shift may be accompanied by emotional and cognitive changes, and its impact may extend to behavioral changes, as the individual re-evaluates how to deal with future situations based on the new understanding (Atkins & Murphy, 1993). Reflection is the ability to apply knowledge to new situations and is a vital component of learning. Reflection is a multifaceted phenomenon that produces significant effects and plays a crucial role in achieving personal synthesis, integration, and validation of acquired knowledge, as well as creating a new emotional state and making decisions that encourage engagement in new activities (Turkay et al., 2012).

• **Learning orientation:**

The orientation towards learning in organizations is rooted in the strategic vision and mental models of individuals and groups, This orientation goes beyond merely acquiring knowledge to building a collective knowledge system that enhances the ability to innovate and adapt to rapid changes in the work environment through the integration of an effective human resources systems (Alerasoul et al., 2022). It also depends on among individuals open-mindedness and cognitive flexibility, as this affects the ability of individuals to explore new ideas and innovate. Individuals who have high open-mindedness are more willing to accept alternative ideas and apply new methods, which enhances their learning and contributes to creating an environment of psychological safety, where they feel comfortable expressing their opinions and participating effectively.

In contrast, individuals who lack open-mindedness may have difficulty in orientation toward learning, as the desire to interact with new ideas decreases, which reduces the effectiveness of their learning (Harvey et al., 2019). As learning trends mature, they become effective tools for integrating knowledge with the behaviors that result from it into the organizational climate (Hlehel, 2022).

1.3 Organizational Brilliance:

In the 1980s, brilliance was metaphorically highlighted through the complexity of philosophical puzzles. Some lucky philosophers had such intense intellectual brilliance that they were thoughtful, questioning, and hardworking in reaching solutions to the problems they faced. Brilliance was treated as the essence of psychology and philosophy because most psychologists and philosophers believe that there are personal qualities and traits that certain individuals possess that make them brilliant individuals who are called in organizations “the shining star with the exceptional mind.” In contrast, psychologists tend to believe that prominent and brilliant figures in their field have reached their positions through hard work and experience (Cimpian & Leslie, 2017). Organizational practices by strong, virtuous leadership can save organizations from economic and ethical crises, and unethical leaders are the ones who destroy the organization, and its content strong, ethical leaders committed to work standards and keeping pace with environmental and technological development, possess the roots of charisma and certain qualities of the individual personality according to which they are considered exceptional and are treated as having supernatural powers, or above human capacity, or at least the qualities of exceptional powers specifically, which are those that the average person cannot reach, but are considered to be of divine origin or typical, and based on which the individual concerned is treated as a "Leader", who aim to distinguish and shine their organization are the brilliant leaders at many levels in the organization, and they are thus They easily rival the philosopher Plato in their brilliance (Spoelstra, 2009).

Positive psychology focuses on studying, understanding, and developing personal/individual well-being. In other words, it seeks to achieve understanding and serious study of the components of positive life, such as positive emotions, which are summarized in satisfaction with the past, happiness in the present, and hope for the future. Positive psychology also aims to study, understand, and develop positive qualities such as courage, resilience, curiosity, love, tolerance, self-knowledge, integrity, compassion, and creativity (Younes, 2015).

Through the brilliance theory, which focuses on the basic ideas of the transformation of organizations towards authenticity, authentic individuals are those who can provide the creativity necessary to survive, and today's heroes are creative, but to be creative, you have to be yourself. They expressed something similar when they emphasized that the times when we can rely on great leaders "and we still need them, but they must now enter into coexistence with individuals and brilliant people" the leader also has an important role in achieving quality, and they play a fundamental role in providing resources to support quality initiatives and principles to develop the culture for the organization's brilliance (Vial et al., 2022).

It also reflects the attitudes and feelings of individuals towards their work, and job satisfaction, which refers to positive attitudes towards the job, while at the same time, negative attitudes towards the job indicate dissatisfaction at work. Therefore, individuals who feel psychological, social, and emotional well-being will feel more satisfied than other individuals (Diedericks, 2012).

The concept of brilliance is an integrated and balanced concept and is characterized by two characteristics: the first is that true management must strive for brilliance, and the other is that everything that comes out of management, such as work, decisions, systems, and approved events, must be brilliant (Al Shobaki et al., 2017), organizational brilliance is defined as a high level of brilliance achieved by employees as a result of the knowledge, leadership skills, and innovation they possess, or it is the superiority of organizations in their competitive field in the long term in terms of levels of leadership, service and knowledge (AL-Abidy, 2017). It also represents a state of administrative creativity and organizational brilliance that achieves extraordinary levels of performance and implementation of production, marketing, financial and other operations in the organization and the resulting results and achievements that outperform what competitors achieve and satisfy customers and stakeholders (Rashid, 2020).

1. 3. 1 The Importance of Organizational Brilliance:

Self-efficacy can be considered a key component of excellence and includes self-efficacy (knowledge, skill, experience, and competence) to express individual and group outcomes in self-determination, as embodied in confidence and the ability to make decisions (Abbas, 2021). The importance of organizational brilliance stems from the ability of institutions to crystallize the forces that support brilliance by achieving rapid rates of change, achieving unlimited competition, and maintaining organizational space and status (human resources, organizational culture, and organizational structure), raising the sense of quality, and the ability to use technology in information and creativity (Waswas & Jwaifell, 2019). Organizational brilliance is also one of the most prominent manifestations of the superiority of any organization, as it enhances competitive advantages, which increases the profitability of the organization and its efficiency from the work itself and other various future works, as the event itself works to provide a major moral identity (the positive reputation of the organization) in how the organization uses various mechanisms and means to adopt the concept of organizational brilliance (Stoyanova & Iliev, 2017).

The importance of organizational brilliance is centered around achieving continuous institutional well-being for employees through continuous success and progress in the business world and achieving organizational sustainability, improving the quality of services and products provided, which contributes to the institution obtaining many advantages, the most important of which is establishing the organization's identity, developing its reputation and drawing its image in the minds of its customers, the direct link between organizational brilliance and the concept of outstanding performance, as achieving better performance leads to achieving organizational brilliance (Hazim et al., 2022). Organizational brilliance also provides many skills necessary for managers and employees to facilitate what they must do within the organization and provides the appropriate environment for organizations, which helps develop employees in the organization and improve its performance. It can be said that organizational brilliance is important by creating new leaders to deal with challenges and come up with sound decisions, in addition to creating an appropriate space to develop the capabilities and potential of employees by finding ways to improve services above the level of customer expectations (Rumaid, 2020).

1.3.2 Dimensions of Organizational Brilliance:

The research adopted the organizational brilliance scale according to (Spoelstra, 2009) and (Al Shobaki et al., 2017) because it is consistent with the nature of the company, as follows:

- **Leadership brilliance:**

Brilliant leadership in organizations distinguishes senior management by dealing with fateful decisions and practices through its strategies. This strategy goes through four interconnected stages, the most important of which are the strategic analysis stage and the strategic formulation stage. These two stages include determining the organization's mission, vision, and main objectives. As for the strategic implementation stage, it requires preparation that works to implement the previous stages. The last stage, which is strategic control, it is synchronous with all previous stages and aims to uncover gaps in them and put in place appropriate corrective measures (Banyhamdan et al., 2020). There must be a group of individuals with competence and experience who perform activities and events, which are represented in planning, organizing, developing, and encouraging to reach the highest level of productivity efficiently and effectively (Bolzern-Konrad, 2016).

- **Service brilliance:**

The term service brilliance refers to the comprehensive evaluation of the organization's performance in the long term as a basic element in the competition between organizations based on providing services and the extent of their response to meet the needs and desires of customers quickly and effectively and make them satisfied with the organization. Service brilliance has become a major advantage and an effective strategic weapon that organizations seek and harness their resources and efforts to obtain to confront competitors and their threats. It is a set of advantages and facilities that the organization provides to its customers through its websites in a manner characterized by efficiency, effectiveness and speed (Al-Afandi, 2019). One of the necessary means of measuring the organization's performance is to verify its quality and identify what the customer needs and the extent of his acceptance and satisfaction with the service (Ghotbabadi et al., 2015).

- **Knowledge brilliance:**

Knowledge brilliance creates awareness among employees, so it is necessary to share knowledge in any organization. Accepting new ideas increases coordination and improves response time, in addition to providing a quick solution and improving the work environment (Nadason et al., 2017). Knowledge luminescence is a process that requires a shift from individual to collective work through the use of internal documents and bulletins that are compatible with explicit knowledge, as well as the use of training and dialogue methods that are compatible with the dissemination of tacit knowledge. This allows many departments in the organization to have new ideas and innovative solutions to enhance work activities. Knowledge luminescence may be in the form of procedures, practices, and methods that are developed in the organization by individuals, or between one organization and another affiliated with it, as knowledge is transferred in different directions and levels in organizations, which may occur during work (Muhsen, 2015).

1.4 The research hypothesis:

The research is based on a main hypothesis, which is:

H. There is a positive statistical effect of strategic awareness on organizational brilliance. From this main hypothesis, four hypotheses emerge:

H1. There is an effect of Reframing on organizational brilliance.

H2. There is an effect of systematic thinking on organizational brilliance.

H3. There is an effect of Reflecting on organizational brilliance.

H4. There is an effect of learning orientation on organizational brilliance.

2. Material and Methods:

2. 1 Research Methodology:

This research used the descriptive analytical approach, which is one of the important approaches in accessing data and enables us to understand reality and analyze its phenomena. This approach is characterized by a comprehensive view, describing the situation, analyzing it, interpreting and identifying the circumstances and relationships that exist during the events, and then extracting the basic results and indicators through the description in collecting data and information for research purposes (Salman, 2023). Data were processed through statistical programs such as (SPSS v. 28), structural equation modeling (SEM), and Amos

2. 2 - The hypothetical research model:

Figure 1 shows a hypothetical research plan prepared in line with the study objectives and the research problem after reviewing the literature related to the research variables and their dimensions.

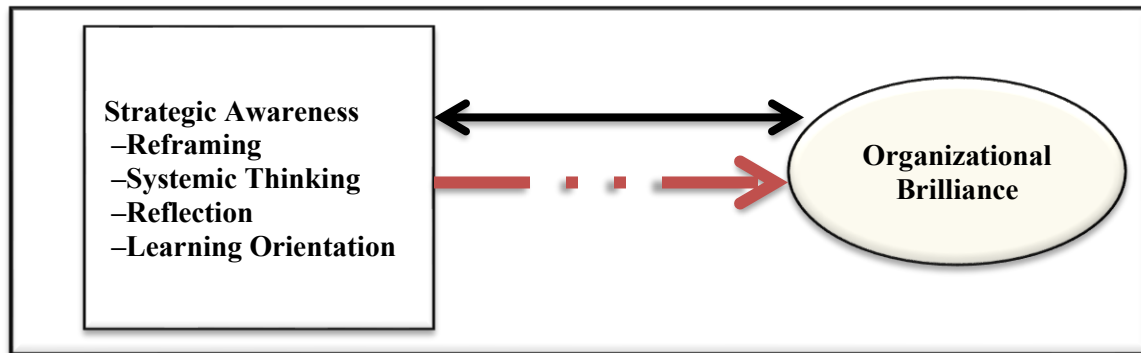


Figure (1): The hypothetical research model

Source: Prepared by researchers

2. 3 Measurement tool:

The questionnaire contained two variables (strategic awareness and organizational brilliance). The independent variable (strategic awareness) was measured by four dimensions (reformulation, systemic thinking, contemplation, and learning orientation) and the number of its items was 19. While the dependent variable (organizational brilliance) was measured by three dimensions (leadership brilliance, service and innovation brilliance, and knowledge brilliance). The number of items of the variables was 14. The questionnaire covers 33 items, and they are taken from reliable sources from previous studies, according to Table 1.

Table (1): Coding of the questionnaire according to the criteria and model chosen for the research

Variables	Dimensions	Items	Coding	The source
Strategic awareness	Reframing	4	X1	(Turkay, et. all, 2012)
	System Thinking	6	X2	
	Reflection	5	X3	
	Learning Orientation	4	X4	
Organizational brilliance	Leadership brilliance	5	Y1	(Spoelstra, 2009) (Alshobaki & Naser, 2016)
	Service brilliance	4	Y2	
	Knowledge brilliance	5	Y3	

Source: Prepared by researchers

2. 4 The research community and sample:

The sample was selected based on a specific criterion in line with the study objectives, using the intentional sampling method. The sample consisted of the General Manager, Assistant General Manager, Authority Director, Department Director, and Division Director) in Dhi Qar Oil Company, where they were selected for their broad vision and deep understanding necessary to deal with the questionnaire items, as shown in Table 2.

Table (2): The demographics of the research sample

Demographic Factors	Category	Frequency	Percentage
Gender	Male	90	80 %
	Female	23	20 %
Age	30 years and under	18	15.9 %
	31 – 35 years	20	17.7 %
	36 – 40 years	25	22.1 %
	41 – 45 years	27	23.9 %
	Over 45 years	23	20.4 %
Academic Qualification	Technical Diploma	13	11.5 %
	Bachelor's	77	68.1 %
	Master's	17	15.0 %
	PhD	6	5.3 %
Job position	General Manager	0	0 %
	Assistant Director	1	0.9%
	Authority Officer	6	5.3 %
	Head of Department	34	30.1 %
	Division Officer	72	63.7 %
Experiences	10 years and under	7	6.2%
	11 – 15 years	13	11.5%
	16 – 20 years	18	15.9 %
	21 – 25 years	42	37.2%
	25 years and over	33	29.2%
Training courses	One cycle	3	2.7 %
	Two cycles	13	11.5 %
	Three cycles or more	97	85.8 %

Source: Prepared by researchers.

The results shown in the table above show the nature of the workforce in Dhi Qar Oil Company. The high percentage of males (80%) can be explained by the fact that the oil sector in general relies heavily on male labor, especially in positions that require fieldwork and technical supervision. As for the distribution of age groups, where the 41-45 age group constitutes the highest percentage (23.9%), it reflects the reliance on groups with mature experience and the ability to make strategic decisions. As for academic qualifications, the majority of those with a bachelor's degree (68.1%) show the importance of scientific competencies in achieving institutional performance. The high percentages of department heads (30.1%) and divisional managers (63.7%) also show the company's reliance on leadership capable of managing operations and achieving a balance between executive direction and fieldwork. As for practical experience, the percentage (37.2%) of participants with experience between 21-25 years indicates that the company relies on experienced competencies to ensure the continuity of operations in an environment characterized by technical and administrative challenges. The high participation rate in training courses (85.8%) confirms the company's keenness to develop the capabilities of its employees, which enhances organizational brilliance and raises the level of institutional efficiency. These characteristics reflect an advanced work environment in Dhi Qar Oil Company.

3. Discussion of Results:

In this section, the results of the descriptive and interpretive statistical analysis of the data obtained will be presented, and their meanings will be extrapolated, shortcomings will be highlighted by evaluating the answers of the study sample, focusing on the extent of adoption and application of these elements, and the results will be reviewed comprehensively.

3. 1 Descriptive statistic:

This axis includes presenting the results of describing and diagnosing the study variables and their sub-dimensions at the level of the sample responses in the Dhi Qar Oil Company, the study sample, based on some appropriate statistical indicators such as arithmetic mean, standard deviation, relative coefficient of variation, and relative importance. Thus, this topic will achieve the determination of the level of variables and their dimensions in the field. In order to achieve the study objectives, interpret the sample responses and determine their level in the field, we relied on interpreting the arithmetic means achieved by referring to five categories that were identified for this purpose and that are consistent with the five-point Likert scale (completely agree - completely disagree) adopted in determining the sample responses, according to the following categories: (1.80 - 1) very low, (2.60 - 1.81) low, (3.40 - 2.61) moderate, (4.20 - 3.41) high, and (5.00 - 4.21) very high (Nakapan & Radsiri, 2012). The current axis focuses on presenting the descriptive statistics for the studied variables, as shown in Table 3.

Table (3): Descriptive Statistics

Variables	Descriptive Statistics						
	Dimensions	Items	mean	SD	Coefficient of variation %	Relative importance %	Arrangement
Strategic Awareness	Reframing	X1	3.765	0.598	15.90	75.30	2
	Systems Thinking	X2	3.609	0.863	23.92	72.18	3
	Reflection	X3	3.555	0.980	27.57	71.11	4
	Learning Orientation	X4	3.784	1.063	28.09	75.69	1
Strategic Awareness		X	3.678	0.680	18.50	73.57	SECOND
Organizational Brilliance	Leadership Brilliance	Y1	3.732	0.510	13.67	74.65	3
	Service & Innovation Brilliance	Y2	3.960	0.689	17.40	79.20	1
	Knowledge Brilliance	Y3	3.867	0.661	17.10	77.34	2
Organizational Brilliance		Y	3.853	0.532	13.80	77.06	FIRST

Source: Prepared by researchers

The results of the table reflect the importance of the studied axes in enhancing the organizational brilliance of Dhi Qar Oil Company, especially in the context of a competitive environment such as the oil sector. The results can be interpreted for the strategic awareness variable in Dhi Qar Oil Company, the "learning orientation" dimension obtaining the highest arithmetic mean and relative importance (75.69%) reflects the company's awareness of the need to adopt continuous learning to keep pace with developments in the oil sector and achieve flexibility in the face of challenges. As for the "reformulation" dimension (75.30%), it shows the company's focus on constantly re-evaluating strategies to ensure innovation and improve performance. As for the organizational brilliance variable in the company, the high percentage of the "service and innovation" dimension (79.20%) was recorded to highlight the company's reliance on improving the quality of services provided and innovating new solutions to enhance its market position.

This is necessary in an industry that relies heavily on technology and efficiency. As for the "knowledge brilliance" dimension with a percentage of 77.34%, it reflects the company's interest in developing and managing the knowledge structure as a main asset to support innovation and decision-making. The "Leadership Brilliance" dimension (74.65%) shows that effective leadership is a pivotal part of achieving organizational brilliance, especially in a challenging environment such as the oil sector. The results also show that organizational brilliance (77.06%) outperforms strategic awareness (73.57%), indicating the company's current focus on enhancing operational performance and service innovation, while working to improve strategic thinking as a support for these efforts.

3. 2 - Correlation hypothesis analysis:

This section focuses on evaluating the extent of the relationship between the research variables of strategic awareness and organizational brilliance in general and at the level of dimensions, as shown in Table 4.

Table 4: Correlations between strategic awareness and organizational brilliance

Variables	Leadership brilliance	Service and innovation brilliance	Knowledge brilliance	Organizational brilliance	The Test
Reframe	.419**	.352**	.443**	.536**	R
	.000	.000	.000	.000	Sig.
System Thinking	.430**	.506**	.467**	.603**	R
	.000	.000	.000	.000	Sig.
Reflection	.391**	.411**	.488**	.566**	R
	.000	.000	.000	.000	Sig.
Learning Orientation	.409**	.517**	.556**	.644**	R
	.000	.000	.000	.000	Sig.
Strategic awareness	.509**	.556**	.612**	.732**	R
	.000	.000	.000	.000	Sig.
Ratio	100%	100%	100%	100%	n=113
Direction	positive directive	positive directive	positive directive	positive directive	
** Correlation is Significant at the (0.01) Level (2-tailed)					

Source: Prepared by researchers

It is noted from the results of Table 4 that the independent variable (strategic awareness) and its dimensions (reformulation, systematic thinking, contemplation, and orientation towards learning) achieved medium to strong positive direct relationships with the dependent variable (organizational brilliance) and its dimensions (leadership brilliance, service and innovation brilliance, and knowledge brilliance) in medium to strong positive direct relationships, where all relationships had a probability value less than 0.05.

3.3 Hypothesis testing and verification of influence relationships:

This section deals with the use of inferential statistical methods to verify the validity of the basic hypotheses related to the impact of variables, in order to determine the extent of their acceptance or rejection based on the test results. The impact of the independent variable (strategic awareness with its combined dimensions) on the dependent variable (organizational brilliance with its combined dimensions) was analyzed, based on the coefficients of determination and influence, while ensuring the acceptance of the results based on the significance level ($\text{Sig} < 0.05$), the value of ($T > 1.978$), and the value of ($F > 3.920$). The following final prediction equation was also extracted based on this data:

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \varepsilon$$

The researchers resorted to testing the main hypothesis of the research (there is a positive statistical effect of strategic awareness on organizational brilliance) and the sub-hypotheses that emerge from it, and through testing the effect of the four dimensions of strategic awareness (Reframing, Systemic Thinking, Reflection, and Learning Orientation) on organizational brilliance, and through the use of the program (SPSS V.28) and the (Backward) method, through which all the derived dimensions are entered at once, to extract the first dimension that is least related to the dependent variable and then the one that follows it, and the criterion value for extracting any of the independent dimensions is 0.10, and the entry is 0.05, from the results of Table 5, the following is clear:

The value of the correlation coefficient (0.747) was very strong at the significance level (0.000), while the value of the coefficient of determination was 0.559, while the value of the adjusted coefficient of determination was 0.542, indicating that the four dimensions combined were able to explain (54.2%) of the changes that The organizational brilliance in Dhi Qar Oil Company is affected, especially since the calculated F-value (34.189) at the significance level (0.000) is greater than its tabular value (3.920) at the significance level (0.05). This indicates the significance of the model and its statistical acceptance and the acceptance of the hypothesis in general. From all the results presented, the main hypothesis of the research is accepted.

As for the internal impact level of the four dimensions that make up the model, it was as follows:

- The percentage of the impact of reformulation on organizational brilliance was (10.5%) at the level of significance (0.265), with a calculated (T) value of (1.121), while the percentage of the impact of systematic thinking on organizational brilliance was (37.9%) at the level of significance (0.001) and with a calculated (T) value of (3.393), while the percentage of the impact of contemplation on organizational brilliance was 13.8 at the level of significance (0.178) and with a calculated (T) value (1.356), and the percentage of the impact of the orientation towards learning on organizational brilliance was 0.330 at the level of significance (0.000) and with a calculated (T) value (5.259)

- These results indicate that Dhi Qar Oil Company relies on systematic thinking and the orientation towards learning when it resorts to stimulating its organizational brilliance, with a slight, non-significant reliance on reformulation Formulation and contemplation.

- The researchers find the presence of organizational brilliance with a constant value (0.305) and a significance level (0.379), and a calculated (T) value (0.884), while the value of the (Durbin Watson) test for the model was 1.862.

$$\begin{aligned} \text{Organizational brilliance}(Y) \\ = (0.305) + 0.379 (\text{System Thinking}) + 0.330 (\text{Learning Orientation}) \end{aligned}$$

Table (5): The effect of the combined dimensions of strategic awareness on organizational brilliance (n=113)

<i>Independent variable</i>	Organizational brilliance (Y)								
	α	β	R ²	A R ²	Sig	T β	F	T α	D-W
Reframe	0.305	0.105	0.559	0.542	0.000	1.121	34.189	0.884	1.862
System Thinking		0.379				3.393			
Reflection		0.138				1.356			
Learning Orientation		0.330				5.259			

Source: Prepared by researchers

4. Conclusion:

The leadership of Dhi Qar Oil Company adopted strategic awareness as an advanced step toward building an organizational culture based on understanding opportunities and challenges in a dynamic environment. This directly impacted management effectiveness and its ability to address complexities. Through this approach, the leadership was able to reshape organizational structures and develop management methods to keep pace with ongoing changes, helping improve decision-making and allocate resources more effectively.

The study results showed that the company's leadership not only applied the theoretical concepts of strategic awareness, but also worked to translate them into practical practices, such as using accurate analysis and integrated data to determine strategic priorities and motivate individuals to make informed, knowledge-based decisions. The leadership also demonstrated a commitment to reviewing past experiences, identifying errors, and working to correct them, which contributed to improving performance and reducing the risks associated with administrative decisions.

It became clear that the company's leadership promoted the concept of systematic thinking, whereby each decision was viewed as part of an interconnected system that impacts the overall performance of the organization. This approach not only contributed to raising the level of individual awareness among employees but also led to the creation of an environment that encourages critical analysis and the use of acquired knowledge to develop innovative solutions. The focus on continuous learning was also a key focus, with the results showing that this aspect received the highest levels of importance from the respondents, reflecting the leadership's success in guiding individuals to become active agents in the institutional development process.

The study revealed that the company's leadership did not limit itself to providing an environment conducive to innovation but rather adopted an approach that linked enhancing efficiency and effectiveness with engaging individuals in developing new strategies, which positively impacted organizational performance. Thus, organizational excellence became a natural outcome of applying strategic awareness, contributing to improved performance and enhancing the company's sustainability in a changing competitive environment.

The research limits:

- **Spatial limits:** Apply the practical side of the study at Dhi Qar Oil Company.
- **Time limits:** The duration of the practical and theoretical research ranges from (7 /12 / 2023 - 24/4/2024).
- **Knowledge limits:** The research contained two variables: The independent variable represented by strategic awareness and its dimensions (reformulation, systematic thinking, reflection, and learning orientation). The dependent variable is organizational brilliance and its dimensions (leadership brilliance, service brilliance, and knowledge brilliance).
- **Human limits:** Senior management.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All the Figures and Tables in The Manuscript Are Mine and Ours.

Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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