

The Impact of Organizational Values on Strategic Success/Field Research

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Abstract

The research aims to analyze the relationship and effectuation between organizational value and the strategic success to governmental insurance company, the problem of study emerged through this research that consisted a number of questions, the most important of which were, (How the ability of insurance companies to achieve the impact of organizational values on strategic success?). To clarify the relationship between the research variables, a major impact hypothesis was formulated. To complete this research, a questionnaire had designed as a main tool to collect and analysis data, the questionnaire was subjected to tests of validity and reliability. This questionnaire was distributed to a sample of (128) managers from (212) government insurance companies, the researcher used Five Likert Scale to determine the answer to the questionnaire paragraphs. The collected data were processed and interpreted by using many statistical methods and tools, including (Pearson Correlation Coefficient, Percentages, Arithmetic Mean, Standard Deviation, Simple Linear Regression, Path Analysis, Confirmatory Factor Analysis, Linearity Test, Skewness and kurtosis). The researcher also used the statistical program (SPSS V. 28), (Excel 2010) and (SMART PLS V.3.3.2) to extract the results. The statistical analysis showed a number of results, the most prominent of which was most notably the impact of organizational values on strategic success. Finally, the availability of strategic success in the insurance companies investigated cannot be reached unless organizational values are available, as they are the logical and actual basis for availability, attention and practice, as this result provides the ability of the independent research variable to influence the dependent variable.

KeyWords: Strategic Success, organizational values

Introduction

Industrial psychology (organizational behavior) explains the relation between psychological theories and the place of work for individuals and focused on the importance of symmetry values in the organizations in addition to the customs and traditions related to them. The science of organizational behavior has conducted many researches and studies on individuals' attitudes and tendencies and raised many questions, for example (How can these aspects be improved through training and development practices?). The School of Human Relations, founded by Elton Mayo, came as a reaction to the neglect of the social and psychological aspects of individuals by Fayol and Tyler. This school came to illustrate the positive role of caring for individuals better through their communication and interaction in work teams, this school has proven that psychological and personal factors, values and attitudes have a major role in increasing production and achieving high profits, and this is what

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Hawthorne experiences confirmed. In this behalf, the organizational values represent the main artery for organizations that must provide adequate attention to them by managers, because the values represent the main direction of individuals' behavior in the way of doing the business and clarify what is right and wrong within the organization. And successful organizations in our current time consider organizational values as a long-term opportunity that works to achieve strategic success for themselves and society. In addition, the organizations that achieve strategic success in a superior and distinct way from their peers from other organizations in the same sectors are the organizations that use organizational values correctly and work from them in a good and high-level combination. Through this combination, the organization can achieve the desired success, which helps it from reaching the top and achieving the highest profits and continuing this approach in the long term.

First: Research Methodology and Some Previous Studies

Research Methodology

Research Problem

Contemporary studies indicate that customers are directed to service companies more than commodities, and this attitude has prompted companies to focus their attention on doing one of the associative business mechanisms between their employees, structures and organizational cultures. These companies usually face many challenges, pressures and complications due to dynamic conditions, continuous changes, acceleration of events and intense competition all over the world especially in Iraq. Which negatively affects its strategic success, as it requires awareness and recognition of the psychological and value nature of individuals and the strategies that coordinate between these values, In Iraq, there have been radical economic changes and transformations, followed by investment and technical transformations throughout the Iraqi environment, specifically in the companies or organizations that provide services to customers. In the midst of this context, the researcher decided to trend her research about insurance services companies, as the research problem emerged through the insurance companies' require to activate their service role and provide and earn more profits, as she shows a clear gap between the (current situation) that exists in the companies and the situation that wants to reach It that represented by necessity for insurance companies to be aware of the services that provided by them and the requirements of customers in achieving their strategic success. In addition, the companies suffer from the absence of the idea of congruence between organizational values related to the extent of their continuity into the distant future. They also suffer from not utilizing these variables correctly.

For the purpose of framing the research problem, and shedding light on it in insurance organizations well, the following questions must be raised:

1. How the ability of insurance companies to achieve the impact of organizational values on strategic success?
2. What is the level of availability of organizational values in governmental insurance companies?
3. What is the level of achieving strategic success in government insurance organizations?
4. What is the importance of organizational values for insurance companies?
5. Is there an impact relationship between organizational values on strategic success?
6. The Importance of Research: Through this, we can summarize the importance of the research in the following points:
7. The importance of organizational values in insurance companies, as it is one of the important topics in business administration.

8. These companies are working on sustainable projects to provide their services and advance the developmental reality in the Iraqi economy.
9. The importance of research appears through the importance of government insurance companies and how commitment to formulating organizational values until those organizations reach strategic success. Clarify the methods by which insurance companies can achieve strategic success under organizational values.
10. Research Objectives: This research seeks to achieve a number of objectives, which are as follows:
11. The main objective of the research is the contemporary issue, which is important for all companies, and is represented in achieving strategic success under the organizational values, as well as knowing the methods of achieving it.
12. Recognition of the impact level between organizational values in insurance companies.
13. Perceiving the ability of companies to achieve strategic success under the availability of organizational values
14. Knowledge of impact relationship between organizational values on the strategic success of government insurance companies.
15. Default Scheme: Figure (1) shows the default scheme of the research for the two variables: organizational values and strategic success

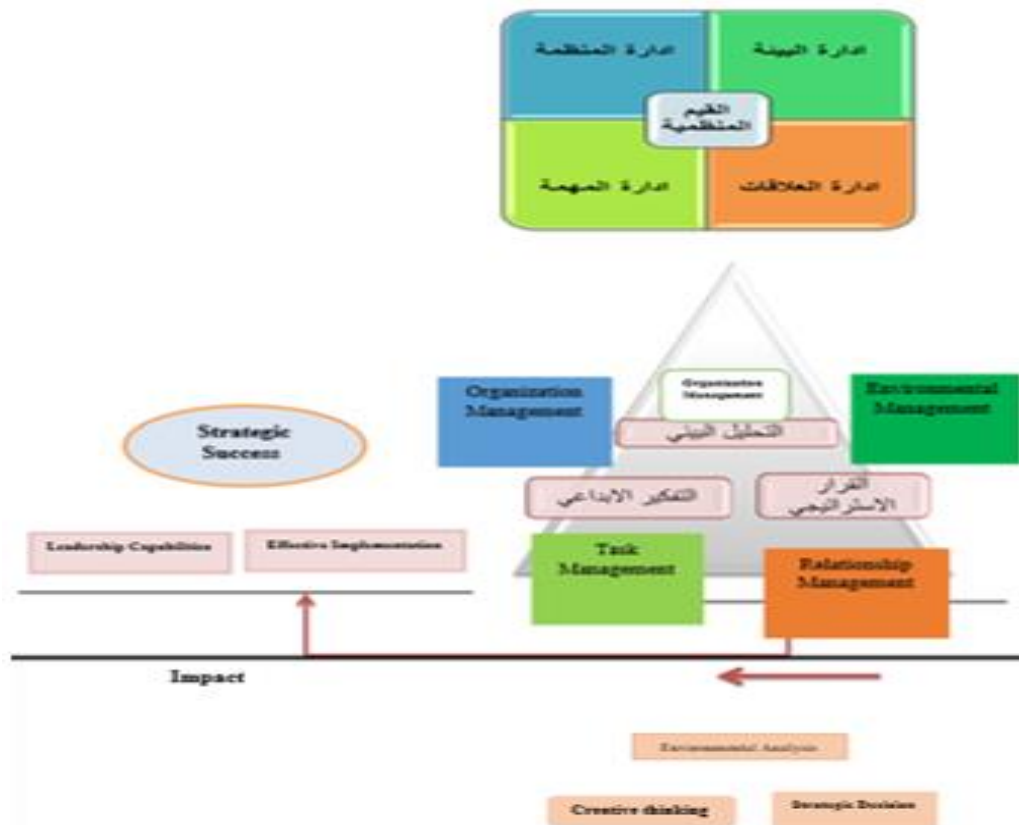


Figure (1). Hypothetical Scheme Impact

A- **Research Hypotheses:** The main research hypothesis is as follows:
There is a statistically significant impact of the dimensions of organizational values combined (environmental management, organization management, relationship management, task management) on strategic success and its dimensions: (environmental analysis, creative thinking, strategic decision, effective implementation, leadership capabilities), from which the following secondary hypotheses emerge:



1. The dimensions of organizational values combined impact in the environmental analysis significantly.
2. The dimensions of organizational values combined impact in the creative thinking significantly
3. The dimensions of organizational values combined impact in the strategic decision significantly
4. The dimensions of organizational values combined impact in the effective implementation significantly
5. The dimensions of organizational values combined in the leadership capabilities significantly

Community And Sample Research

The research population includes basic components that it examines and searches in its parts, to choose a sample whose answers can be generalized to it, and deliberately to determine it accurately and clearly, , as the researcher chose a population of leaders of three insurance companies (the Iraqi Insurance Company, the National Insurance Company, and the Reinsurance Company, after the number of measurements were taken in them, because she wanted to know the level of practice and availability of organizational values, and strategic success, as they are the most knowledgeable and closest to analyze them through their knowledge the type of those practices, and according to the companies' records and according to what I have seen in (Individuals Section) and the structure of the three companies, it was completely enumerated (212)views, and after the researcher resorted to applying the Thompson equation for small samples, the sample whose opinions should be investigated became (137) views, according to the following statistical equation:

$$n = \frac{1313 \times 0.50(1 - 0.50)}{\left[1313 - 1 \times \left(0.05^2 \div 1.96^2\right)\right] + 0.50(1 - 0.50)}$$

N	Population Size
Z	Z score equivalent to level of significance 0.95 equal 1.96
D	Error preparation 0.05
P	Probability = 0.50

The actual number to distribute the questionnaire was (137), and it was completely distributed to them, and (131) valid questionnaires were recovered for statistical analysis after dispersing (128) views, without any defect in excluding any of them, as the percentage of the Iraqi insurance company was (44.5%).) from the research population, the National Insurance Company (33.6%), and the reinsurance company (21.9%) of the research, the researcher reversed this percentage on the sample to be (57) viewings in the first, (43) viewings in the second, and (28) viewings in the third.



As shown in **Table (1)** the research sample after distribution and retrieval from the research population

Some Studies Related to Strategic Success

Researcher's Name and Year (Cobbold & Lawrie,2010)

The failure of two-thirds of UK companies to achieve strategic success.	Research Title
Challenges and competition that face the private sector of British companies.	Research problem
Determine the reasons for the failure of two-thirds of British companies to achieve strategic success.	Research Objective
The research community represented in the private sector of British companies (20) companies, while the research sample amounted to (50) managers of administrative leaders.	Population and sample research
descriptive analytical	Research Methodology
The reason behind the success of organizations is the vision, and the failure of two-thirds of the companies is due to reasons related to the weak vision of decision makers, the research confirms that the vision of the leaders of the organizations is strategic success	The most important results
Enriching the theoretical side, as the researcher was able to see a new point of view regarding strategic success.	

Researcher's name and year (Gatzert & Schmit, 2015)

Supporting strategic success by managing reputation risk at the institution, electronic copy	Research Title
Concern about the reputation of the institution is high and has become one of the most important strategic business risks.	Research problem
Compile current reputation in developing a framework for managing reputation risk at the institution level, including the necessary steps.	Research Objective
The research population was represented by a number of companies in the private sector, and the sample was represented by the executive managers of those companies	Population and sample research
Descriptive	Research Methodology
The study reached to several important and very important ideas, when integrating reputational risk management with enterprise risk management.	
Among these are important: determine and clarifying the purpose of key stakeholders, assessing the multidimensional and stratified impact of events on the organization's reputation and determining the impact of technological progress.	The most important results
Enriching the theoretical side, as it was considered a recent study that was used to determine the importance of strategic success.	



Some Studies Related to Organizational Values

Researcher's Name and Year (Sari & Et.Al, 2020)

The impact of intellectual capital and communication on the organizational values of Islamic boarding schools (case study on Islamic boarding schools in Demak).	Research Title
The problem of the study started from determining the relations of power and orientation in Islamic education, which are still narrow due to the lack of professionalism and the quality of human resources in this field, which are not well organized.	Research problem
This research aims to determine the impact of intellectual capital and networking on the organizational values of Islamic boarding schools through the resources that owned	Research objective
The population in this study is the Islamic Al-Khalaf Sect - schools in Demak Regency, and the study sample was defined to (40) Islamic schools	Population and sample research
The descriptive methodology was used, by depending of a questionnaire.	Research Methodology
Intellectual capital has a positive and important impact on the organizational values of Islamic boarding schools.	The most important search results
A study of some modern concepts of organizational values.	

Researcher's Name and Year (Malbašić& Posarić,2017)

Comparison between the organizational values of the largest companies in the world and the organizational values of the largest Croatian companies: a balanced approach	Research Title
The research problem started from trying to answer a key question that is whether organizations with balanced values, that is, those that have equal representation of values from different categories with common focus, are more effective than those that have unbalanced values	Research problem
The research aims to manage organizational values to increase business success in general.	Research objective
The research community represents a group of companies in the world, the research sample is a group of (100) Fortune companies, which is the list most relevant to the largest companies in the world, where a total of (813) employees filled out the questionnaire.	Population and sample research
The descriptive methodology was used, by depending of a questionnaire.	Research Methodology
The results indicate that organizations with balanced organizational values are, in general, more effective than organizations with unbalanced organizational values.	The most important search results
Depending on the study as a modern source that would clarify some concepts of organizational values.	

Theoretical side

Strategic Success

Concept And Definition of Strategic Success

There are many concepts that described the strategic success of the organization due to the difference in the authors and researchers' perspectives. Some of them linked strategic success to efficiency and effectiveness, and some linked it to the organization's success in the



competitive market, as it represents the organization's ability to continue and improvement (Khalil and Hmoud, 2019: 159). (Al-Fayyadh and Hamid, 2011: 8) explain the success is defined in language as a derivation of the word succeeded, which is an expression for a person to get something after great fatigue and effort. Where strategic success is one of the most important factors through which organizational performance can be evaluated and the organization's future determined through it, as well as the organization's reorganize of it's status to gain success (Al-Azzawi, 126:2008).

And (Sukasame, 2005:3) defines focusing on building and maintaining relationships with customers, and that competition in business is a key to success. In addition, (Al-Amri, 2010: 39) indicated that it is the organization's ability to survive, adapt and grow, under goals that It seeks to achieve it. (Ibrahim, 2017: 4) believes that the success of any organization depends on its ability to invest mental abilities in transferring and learning new knowledge and putting it into practice.

The researcher sees the difference in definitions from one researcher to another due to their different perspectives on its definition, and the researcher can define strategic success as (the ability of the organization to achieve success by satisfying customers and building a good relationship with them, by providing these requirement efficiently and effectively, as Achieving the goals of the organization and customers.

Dimensions of Strategic Success

After shows a set of basic concepts of strategic success, it is necessary to recognition the dimensions of strategic success, which differed according to the different opinions and perspectives of a number of writers and researchers, which would recognize the level of performance of the organization and whether it suffers from some problems inside or outside it to be able to address those problems. Table (2) shows the dimensions of some writers and researchers of strategic success: As for the researcher, she adopted the (Hussey, 2001) scale, where she determined five dimensions to measure the extent to which strategic success is achieved in business organizations, which are as follows (environmental analysis, creative thinking, strategic decision, effective implementation, Leadership capabilities) and will be explained in the following figure (16):

Environmental Analysis

Environmental analysis or known as (SWOT) focuses on collecting current information about the internal strengths and weaknesses of the organization, and information related to external issues of the environment (opportunities and threats) that should be pursued. A special perspective and that of the customers who deal with it, represented by the following: (Steiss, 2003:74)

1. Strengths: What are the characteristics of the organization? What was being done uniquely?
2. Weaknesses: What are the programs that require improvements? What are ineffective activities in the organization? What should we avoid?
3. Opportunities: Are you looking for distinct opportunities for change and improvement?
4. Threats: What is the organization doing to face the difficulties? What are the rules that are followed to face the technological competition that determines the position of the organization?

Creative Thinking

(Mahmoud, 117: 2015) explains that the importance of creative thinking appears in



participating in acute understanding of the performing, and orientation towards the problem to solve it. The importance of creative thinking appears through the results of the organization, as the creative manager is doing the best to continue making transformations and following new and unfamiliar work procedures, which makes the organization a state of continuous changes whereby it rearranges and implements its work, and directs change towards continuous developments and perceptions. As mentioned, we can clarify creative thinking as an intellectual image that collects, analyzes, interprets and indexes data in a way that helps the organization to produce new methods that help the organization achieve its goals. The creative ability to face difficulties often differentiates between professional success and failure in the job, as there is a positive relationship between creativity in facing difficulties and achieving organizational success (Whetten, 2011: 174) & Cameron).

Strategic Decision

(Asad, 2018: 97) sees that the strategic decision is one of the main factors to success the organizations currently, especially in light of the fluctuations and changes that surrounding in the work that require taking decisions with long-term effect that can deal with it. It represents determine a strategic alternative that represents the strategy that will be dealing with to do work of the organization.

Effective Implementation

Strategic success is not in determining the energies and necessary resources to implement strategic goals and strategic direction, but it also depends largely on defining the basic steps and milestones for strategic implementation (Macmillan & Tampoe, 2000: 172. Explain (Al-Salem, 2005: 22) strategic implementation). It is a set of steps of interrelated processes and activities related to transforming specific strategic alternatives into appropriate plans, laws and organizational structures.

Leadership Capabilities

Strength within the formal framework at work, while the influence that arises outside the framework of the formal structure is more important in many times than the formal influence, as organizations need leadership and strong will to work effectively in order to improve the current situation and form the future vision and help the members of the organization To verify these visions, organizations need managers to draw future plans, form organizational structures and monitor them to ensure the future success of the organization (Robbins & Judge, 2014:178-179). According to this principle, leadership capabilities are an essential aspect of the leader's personality, and leadership capabilities can be clarified as capabilities that give the leader the ability to strategic adaptation and also indicate that it is a fixed package to address obstacles and determines the ability to strategic response to environmental developments (Al-Tai and Al-Amri, 2016: 46).

Organizational values

The concept of organizational values

The topic of organizational values is one of the topics that has been found and received attention for a long time, but due to its importance and its impact on efficient and distinguished performance, as it increased the interest of many management researchers, as well as for its importance in clarifying the structure and organizational and behavioral structure that exists in any organization. Since the time in which we live is characterized by the dominance of organizations in all aspects of life, where the organization has a goal that it aspires to achieve through many procedures that individuals work to achieve the goals of the organization, and therefore the relationship between the organization and its employees is potential interrelationship (Awaj, 2021: 919) . Organizational values are a major criterion in establishing



policies of justice, cooperation and objectivity in accomplishing tasks, as well as the existence of teamwork in cooperation to accomplish tasks, where organizational values represent the basis that enhances the performance of individuals in making efforts to achieve the goals of the institution (Al-Zahrani, 2019: 406).

In addition, organizational values are among the essential factors that cannot be ignored during the analysis of human behavior and the understanding of organizational behavior (Derry, 2011: 125). There is still a difference and incongruity between scientists and researchers about the concept of values in general and organizational values in particular (Bourne & Jenkins, 2013:4). By Eruditeness the researcher of a set of definitions and opinions of writers and researchers, it becomes clear that the organization has great interest in values generally and organizational values particularly, as it is the intangible core basis of any organization, through which it can achieve the goals of the organization as it has received some attention and work according to it, it is one of the most important characteristics that distinguish the organization from other competing organizations. Therefore, the researcher believes that organizational values are (a set of principles, standards, and indicators set by the organization, as they change from one organization to another, through which ideas, beliefs and trends are controlled, in addition to the people themselves, their tendencies, ambition, behavior and attitudes).

Dimensions of organizational values

The dimensions of organizational values differed due to the difficulties and problems that have faced strategic success in many studies, and also because of the deficiencies in many indicators of studying and measuring strategic success. Or there may be deficiencies due to the lack of integration between more than one measure (in order to provide a realistic picture of the level of success that has been achieved).

The researcher depends on the classification of researchers, Dave Francis and Mike Woodcock (1995), where they explained organizational values by dividing them into four main dimensions, and each dimension includes a number of sub-values, where they represent the values of higher management that are necessary implement by managers to ensure successful administrative work. Therefore, the researcher's perspective, this classification of organizational values is more comprehensive than other classifications, because it is more categorized and comprehensive in the nature of the duties of business organizations, in addition to being more proportionate with public business organizations in general, and insurance organizations in particular. The following will explain the dimensions that the researcher addressed in detail:

Organization Management:

That is, the management of the organization should be able to deal with essential matters related to the centers of power, by adopting the new management style that can do functions of the administration efficiently.

To reach success, the organization must chose human resources with great accuracy and care, and developed with perfection and motivation (Al-Frajat et al., 174: 2009). Management methods refers to the approach or direction followed by the administration in dealing with the internal and external environment of the organization to reach its specific objectives (Al-Lawzi, 235: 2007). This dimension is divided into three sub-values represented by power, elite and reward. The following is an explanation of these sub-values for the dimension of organization management values, power is explained as “the ability of a person to obtain something or do something, or to make things the way he wants them to happen” (Gibsn et al., 2012:11). There are five sources of



strength that are widely recognized by psychologists and sociologists and they are (reward, coercion, legitimacy, reference, experience) (Luthans, 2011:314). **The Elite:** the work of management is characterized by being complex and interfering, and the people entrusted with management are the elite, so the successful organization realizes the importance of obtaining the best candidates for management positions and develop their capabilities and efficiency, so the organization adopts the value of (the elite is always at the top), (Al-Dulaimi and others, 2014: 13) that showed the elite is the superior group of individuals distinguished by their skills, intelligence characteristics, and good performance with distinguished qualities, and it is one of the things that the organization should take into account when attracting human resources. (Asad, 2018: 62). **Reward:** It is represented in raising the morale and increasing loyalty and belonging to the organization. The good performance of managers is vital to achieving the organization objectives. Therefore, successful organizations are able to realize and know success and reward it, and therefore the organization adopts the value of (performance is king). (Francis, Woodcock, 1995:40) The researcher believes that the reward is a compensation that may be financial or moral for both creative employees and good-level executives.

Task Management:

It is one of the dimensions of organizational values. This concept indicates the necessity of working and doing it gratefully and accurately. This dimension includes the following sub-dimensions: (Francis Woodcock, 1995: 40), which is effectiveness, efficiency and economy. Effectiveness is the field through which the manager achieves the outputs that he plans it through the job position he occupies (Al-Fraijat and others, 2009: 177). (Ivancevich & Mattson, 2002:21) looks at effectiveness, as it is the result of a dynamic process that affects both the individual's behavior and his efforts to reach the organizational goals set. Effectiveness is related to the organization's ability to interrelate with internal and external work environments, so it includes both administrative, apparent and personal effectiveness. Administration explains necessity of focusing on accomplishing tasks, while the apparent explains the behaviors of individuals that work on improve administrative effectiveness, while personal refers to the extent that helps superiors or subordinates to achieve their personal goals. The researcher defines effectiveness as the ability of the organization to follow its goals. It is not enough to achieve the goals only, but it is necessary to achieve those goals in a way that achieves the maximum satisfaction. **Efficiency:** that successful organizations continue to search for the best methods of doing things, in addition to that they built pride and pride on the essence of business performance, so the organization adopts the value of (doing things right) (Ahmed, 2016: 61). The meaning of efficiency is strongly related to effectiveness, as it indicates that it is necessary to achieve goals and use methods that will practice activities correctly to reach the general goals (Saber, 38: 2014). The researcher considers efficiency as the optimal use of available resources to achieve a certain level of results at the lowest costs, and it is one of the most important measures of success for institutions in reaching their goals. **Economy:** Every activity doing by the organization costs it cash, this amount is paid from its costs, on this, organizations must know the importance of facing the economic reality, because of that, they adopt a value (nothing for free). (Francis Woodcock, 1995: 41-42).

Relationship Management

the distinct administrator is create an atmosphere of trust and respect in the organization, in the light of human relations, morals flourish and affection grows, which positively affects the achievement of the organization's goals and job satisfaction (Salataniya et al., 2013: 72). Relationship management can be defined as the relationship between superiors and subordinates among themselves, which must take the human form, and must be based on equality, justice and respect. (Francis Woodcock, 1995: 40) This dimension includes the



following sub-dimensions: justice and work teams, law and regulation. **Justice:** the organization's justice with the workers will lead to the highest levels of loyalty and commitment towards the organization, and on the other hand, the workers who live in a state of Injustice or neglect will show the lowest levels of loyalty and commitment (Mollahosseini et al., 2012:304). As for the work teams: the successful organization is the one whose members feel belonging to each other, and it is the one that adopts the value of working together in harmony (Francis Woodcock, 1995: 42-43), They are a small group of individuals whose produce greater achievement through combined individual efforts than the sum of all individual inputs (Robbins & Judge, 2007:339). It is a group of individuals who work together to achieve a common goal (example, sports team). Law And Regulation: It refers to the general laws that are identified in the institutional building phase that work to direct the behavior of working individuals towards the goals to be achieved, The main goal of laws and regulations is to control and organize between the parties.

Third: The Practical Aspect:

Testing the impact of organizational values on strategic success:

The fourth main hypothesis of the research was (there is a significant effect of organizational values and their dimensions on strategic success and its dimensions), and to verify the researcher from validity of the hypothesis or not, a multiple linear regression paradigm was implemented, as well as indicators of the scheduled value (T) (1.979), and the value of (f) Tabular (3.918) at the level of significance (0.05) for the rejection and acceptance of hypotheses, for the main hypothesis and its sub-hypotheses emanating from the fourth main hypothesis as following:

The fourth main hypothesis of the research was determined: There is a statistically significant impact of the dimensions of organizational values combined (Environmental Management, Organization Management, Relationship Management, Task Management) on strategic success and its dimensions: (Environmental Analysis, Creative Thinking, Strategic Decision, Effective Implementation, Leadership Capabilities). If the hypothesis is true or not, the multiple linear regression paradigm has been implemented according to the following sub-hypotheses:

(4-1) Verification of The First Sub-Hypothesis: Organizational values have a significant effect on environmental analysis:

The results of Table (34) showed there is a determination coefficient of (0.888) at the significance level (0.000), and a corrected determination coefficient (0.884), the dimensions of the organizational values combined (Environment Management, Organization Management, Relationship Management, Task Management) were able to explain the percentage of (88.4%) of the changes that occur in the environmental analysis, while the remaining percentage (11.6%) is attributed to other variables that were not included in the tested sample. And it has shown, the value of (F) calculated for the sample (243.277) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there is a positive effect of organized management of (0.767) with a probability value (0.000), and a calculated (T) value (5.585), which exceeds the scheduled value (1.979) at degree (127), and a positive effect of task management of (0.315) with a value of (0.315) The probability value (0.048) and the calculated T value (1.997), which indicates the investment of the sample by (50%) to raise the level of environmental analysis for the three insurance companies. combined in environmental analysis has a significant effect),

according to the following equation:

$$\text{Task Management} * 0.315 + (\text{Organization Management}) * 0.767 + (0.029) = \text{Environment Analysis (Y)}$$

Table (34). *The impact of organizational values combined in environmental analysis (n = 128)*

Independent Variable	Environmental Analysis						
	A	β	R ²	A R ²	Sig	T	F
Environment Management		0.019			0.911	0.112	
Organization Management		0.767	0.888	0.884	0.000	5.585	243.277
Relationship Management	0.029 (0.839)	- 0.161			0.182	1.341	0.000
Task Management		0.315			0.048	1.997	

(4-2) Verification of The Second Sub-Hypothesis: Organizational values have a significant effect on creative thinking:

The results of Table (35) showed there is a determination coefficient of (0.907) at the significance level (0.000), and a corrected determination coefficient (0.904), as the dimensions of the organizational values combined (environmental management, organization management, relationship management, task management) were able to explain the percentage of (90.4%) of the changes that occur in creative thinking, while the remaining (9.6%) is attributed to other variables that were not included in the tested sample. And it has shown, the value of (F) calculated for the sample (298,875) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there is a positive effect of organized management of (0.681) with a probability value (0.000), calculated (T) value (5.555), which is more than the scheduled value (1.979) at the degree (127), and a positive effect of task management of (0.538) with a value of (0.538) A probability (0.000) with a calculated (T) value (3.814), as well as a negative impact of (0.437) with a probability value (0.005) and a calculated (T) value (2.875) for environmental management, which indicates the investment of the model by (50%) to raise the level Environmental analysis of the three insurance companies at a rate of (25%) to reduce creative thinking when its cost is high or when companies do not have the ability to take initiative in the competitive market. From all the results reviewed, the second sub-hypothesis of the fourth main hypothesis is accepted (organizational values impact on creative thinking significantly), according to the following equation:

$$(\text{Environment Management}) * 0.437 - (\text{Task Management}) * 0.538 + (\text{Organization Management}) * 0.681 + (0.213) = \text{Creative Thinking}$$

Table (35). *The effect of organizational values combined on creative thinking (n = 128)*

Independent Variable	Creative Thinking						
	A	β	R ²	A R ²	Sig	T	F
Environment Management		-0.437			0.005	2.876	
Organization Management		0.681	0.907	0.904	0.000	5.555	298.875
Relationship Management	(0.213)	0.128			0.237	1.189	0.000
Task Management		0.538			0.000	3.814	

(4-3) Verification of The Third Sub-Hypothesis: the organizational values together have a significant effect on the strategic decision:

The results of Table (36) showed a determination coefficient of (0.897) at the significance

level (0.000), and a corrected determination coefficient (0.894), as the dimensions of the organizational values (environment management, organization management, relationship management, task management) were able to explain the percentage of (89.4%) of the changes that occur in the strategic decision, while the remaining (10.6%) is attributed to other variables that were not included in the tested model. And it has shown, the value of (F) calculated for the sample (268.431) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there is a positive effect of organized management of (0.876) with a probability value (0.000), and a calculated (T) value (7.456), which is more than the scheduled value (1.979) at the degree of freedom (127), and a positive effect of task management of (0.393) with a value of (0.393) Probability (0.004) and the calculated (T) value (2.907), which indicates the investment of the model by (50%) to improve the level of environmental analysis of the three insurance companies, as well as the presence of a negative impact of relationship management of (0.409), with a probability value (0.000) and a value (T) calculated (3.987), and this indicates that there is an option that limits the strategic decision in some cases, which is applied at a rate of (25%), and from all the results reviewed, the third sub-hypothesis of the fourth main hypothesis is accepted (the organizational values together have a significant effect on the strategic decision), according to the following equation

$$\text{(Relationship Management)} * 0.409 - \text{(Task Management)} * 0.393 + \text{(Organization Management)} * 0.876 + (0.527) = \text{Strategic Decision (Y)}$$

Table (36). *The effect of organizational values combined on the strategic decision (n = 128)*

Independent Variable	Strategic Decision						
	A	β	R ²	A R ²	Sig	T	F
Environment Management							
Organization Management		-0.039			0.790	0.267	
Relationship Management		0.876	0.894	0.897	0.000	7.456	268.431
Task Management	0.527 (0.000)	0.409			0.000	3.987	0.000
		0.393			0.004	2.907	

(4-4) Verification of the fourth sub-hypothesis: Organizational values together have a significant effect on effective implementation:

The results of Table (37) showed a determination coefficient of (0.842) at the significance level (0.000), and a corrected determination coefficient (0.837), as the dimensions of the organizational values (environmental management, organization management, relationship management, task management) were able to explain the percentage of (83.7%) of the changes that occur in the effective implementation, while the remaining percentage (16.3%) is attributed to other variables that were not included in the tested model. And it has shown, the value of (F) calculated for the sample (164.007) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there is a positive effect of organized management of (0.773) with a probability value (0.000), and a calculated (T) value (5.292), which is more than the scheduled value (1.979) at the degree of freedom (127), and a positive effect of task management of (0.346) with a value of (0.346) Probability (0.042) and calculated (T) value (2.058), which indicates the investment of the model by (50%) to raise the level of environmental analysis of the three insurance companies, as well as there is negative impact of relationship management of (0.365), with a probability value (0.005) and a value (T) calculated (3.987), and this indicates that there is an option that limits the strategic decision in some cases, which is applied at a rate of (25%), and from all the results reviewed, the third sub-hypothesis of the fourth main hypothesis is accepted (the organizational values together have a significant effect on the strategic decision), according to the following equation

calculated (2.858), and this indicates that there is an option that limits the effective implementation or reduces it when it is not feasible in some cases. It is applied at a rate of (25%), and from all the results reviewed, the fourth sub-hypothesis of the fourth main hypothesis is accepted (values affect The organization combined in the effective implementation has a moral effect), according to the following equation:

$$\text{(Relationship Management)} * 0.365 - \text{(Task Management)} * 0.346 + \text{(Organization Management)} * 0.773 + (0.485) = \text{Effective implementation (Y)}$$

Table (37). *The effect of organizational values combined on effective implementation (n = 128)*

Independent Variable	A	Effective implementation					
		β	R ²	A R ²	Sig	T	F
Environment Management		0.056			0.759	0.308	
Organization Management		0.773			0.000	5.292	146.007
Relationship Management	0.485 (0.002)	-0.365	0.837	0.842	0.005	2.858	0.000
Task Management		0.346			0.042	2.058	

(4-5) Verification of the fifth sub-hypothesis: Organizational values collectively affect leadership abilities in a significant way:

The results of Table (38) showed a determination coefficient of (0.806) at the significance level (0.000), and a corrected determination coefficient (0.800), as the dimensions of the organizational values combined (environmental management, organization management, relationship management, task management) were able to explain the percentage of (80%) of the changes that occur in leadership abilities, while the remaining (20%) is attributed to other variables that were not included in the tested model. And it has shown, the value of (F) calculated for the sample (127.970) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there was a positive effect of organized management of (0.626) with a probability value (0.000), and a calculated (T) value (4.034) which is more than the scheduled value (1.979) at the degree of freedom (127), and a positive effect of task management of (0.372) with a value of (0.372) Probability (0.039) and calculated (T) value (2.086), which indicates the investment of the model by (50%) to improve the level of environmental analysis of the three insurance companies, as well as the presence of a negative impact of relationship management of (0.416) and a probability value (0.003) and a value of (T). calculated (3.066), and this indicates that there is an option that limits leadership abilities or reduces it when it is not feasible in some cases. It is applied at a rate of (25%), and from all the results reviewed, the fifth sub-hypothesis of the fourth main hypothesis (Organizational values impact in leadership abilities significantly), according to the following equation:

$$\text{(Relationship Management)} * 0.416 - \text{(Task Management)} * 0.0372 + \text{(Organization Management)} * 0.626 + (0.674) = \text{Leadership Abilities (Y)}$$

Table (38). *The effect of organizational values combined on leadership abilities (n = 128)*

Independent Variable	A	Leadership Abilities					
		β	R ²	A R ²	Sig	T	F
Environment Management		0.188			0.330	0.978	
Organization Management		0.626			0.000	4.034	127.970
Relationship Management	0.674 (0.000)	-0.416	0.820	0.826	0.003	3.066	0.000
Task Management		0.372			0.039	2.086	



Verification of the fourth main hypothesis: Organizational values collectively affect strategic success in a significant way:

The results of Table (39) showed the determination coefficient of (0.905) at the significance level (0.000), and a corrected determination coefficient (0.902), as the dimensions of the organizational values combined (environment management, organization management, relationship management, task management) were able to explain the percentage of (90.2%) of the changes that occur in the strategic success, while the remaining percentage (9.8%) is attributed to other variables that were not included in the tested sample. And it has shown, the value of (F) calculated for the sample (293.930) and with a significant probability value of (0.000), which is a strong and statistically reliable sample, as the value of F-test increase from its scheduled value (3.918).

While it was found that there is a positive effect of organized management of (0.745) with a probability value (0.000), and a calculated (T) value (6.528), which is more than the scheduled value (1.979) at degree (127), and a positive effect of task management of (0.393) with a value of (0.393) The probability of (0.003) and the calculated (T) value (2.994), which indicates the investment of the model by (50%) to raise the level of environmental analysis of the three insurance companies, as well as there is a negative impact of relationship management of (0.245) and a probability value of (0.016) and a value of (T) calculated (2.454), and this indicates that there is an option that limits strategic success or reduces it when it is not feasible in some cases. It is applied at a rate of (25%), and from all the results reviewed, the fourth main hypothesis is accepted (organizational values collectively affect the Strategic success has a moral effect), according to the following equation:

$$\text{(Relationship Management)} * 0.245 - \text{(Task Management)} * 0.0393 + \text{(Organization Management)} * 0.745 + (0.374) = \text{strategic success (Y)}$$

Table (39). *The effect of organizational values combined on strategic success (n = 128)*

Independent Variable	Strategic Success						
	A	β	R ²	A R ²	Sig	T	F
Environment Management							
Organization Management		-0.043			0.763	0.302	
Relationship Management		0.745	0.905	0.902	0.000	6.524	293.930
Task Management	0.374 (0.002)	-0.245			0.016	2.454	0.000
		0.393			0.003	2.994	

Conclusions and Recommendations

Conclusions

- Insurance companies have resorted to enhancing their organizational values through their adoption of environmental management, especially as they are looking for the best opportunities to capture them, and the tendency to deal effectively with obstacles to success and reduce them.
- B - Insurance companies have adopted the management of the organization to improve the level of its organizational values, and to act responsibly towards its members and society, as well as granting it powers to the lower levels within its organizational structure so that they can take decisions that reduce routine and monotony in the completion of executive tasks.
- c- Showing the interest of insurance companies in managing relationships and in what contributes to improving the level of organizational values, so they proceeded to abide by the application of legal regulations, and go towards developing work teams at various organizational levels.



- d. d- It seems that insurance companies resort to task management in a way that raises the level of their organizational values, through their ability to implement management decisions accurately and effectively, and to work on evaluating their managers on the basis of their contribution to reducing operating costs and other expenses.
- e. Insurance companies have adopted environmental analysis in a way that qualifies them to improve their strategic success by having the ability to know strengths and care to invest them, especially as it determines the nature of the impact of the complex environmental challenges that facing continuously.
- f. H- Insurance companies have adopted creative thinking as a basis in improving their strategic success by encouraging to discuss and taking everyone's perspectives, as well as select the managers who adopt thinking outside-the-box when discovering new ways of working.
2. M- The insurance companies showed their adoption of the strategic decision to improve their orientation towards strategic success by having sufficient knowledge and skill to diagnose the condition in which the strategic decision is to be taken, as well as following up on all stages of that decision continuously.
- a. Insurance companies have relied on effective implementation in their quest to improve their strategic success through their commitment to coordinating and controlling the activities to be implemented, as well as providing the necessary support to various administrative levels to enable them to successfully implement their plans and programs.
3. Y- The insurance companies addressed resorted to enhancing their strategic success through their adherence to their leadership capabilities, especially as they have the ability to persuade others by clarifying the causes of change, and their awareness of the requirements of their competitive future within their business sector.

Recommendations

In view of the conclusions reached by the previous research chapters, t, they must be completed with a number of useful recommendations and suggestions, as it is possible to benefit from those proposals in studies and research that can focus on the cognitive and intellectual fields, which are explain in the following:

1. Establishing organizational values for development and progress by benefiting from the previous experiences of organizations in the competitive market and trying to achieve strategic success more than those organizations.
2. All managers and officials in government insurance companies must work with effort and at a high level to achieve strategic success and to add organizational values in this effort.
3. Reconsidering organizational values from one period to another in order to be developed according to the demands of the dynamic work environment and to make it more suitable to individuals.
4. Interest to organizational values, as they represent the organization's culture and identity, and through those values, the organization's competitive advantage can be achieved.
5. Insurance companies that want to achieve a high market share, a good reputation and strategic success different from others must have a distinct organizational culture and efficient resources (financial, material and human).
6. Make way to new ideas and methods that raised by managers and officials, which would develop the organization's values and methods of work.
7. Concentrating government insurance companies on all managers and officials and providing the training courses they need that will achieve the organization's strategic success.
8. Making customer satisfaction the most important goal of the organization by tailored organizational values accordingly.



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